

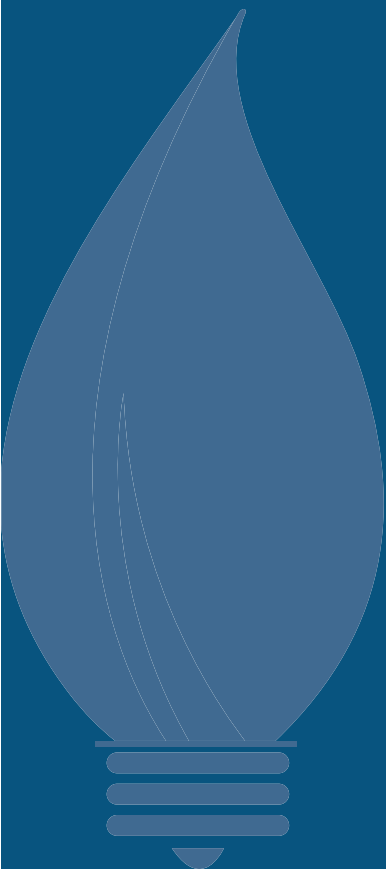
IMPLEMENTATION AND MEASURING SUCCESS

Priority Programs

Implementing the Comprehensive Plan

Documenting Progress: Plan Monitoring and Review

Action Matrix



IMPLEMENTATION AND MEASURING SUCCESS

"As it approaches its 200th anniversary, Austin is a beacon of sustainability, social equity and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its citizens and where the necessities of life are affordable and accessible to all."

- Preamble to the Imagine Austin Comprehensive Plan's Vision Statement

This vision embodies what we aspire to as a community. However, realizing this future requires directed action. The plan contains the community's vision and aspirations and is the lens through which the City of Austin will look when developing and interpreting policies and regulations, creating master and small area plans; implementing existing plans, and entering into partnerships. It will also guide spending and provide direction for capital improvement projects, budget priorities, and bond packages. Ultimately, the success of this plan will be measured by the extent to which we realize the vision and establish complete communities across Austin through effective implementation.

Transforming vision into reality through implementation will require incremental steps over time. Eight priority programs provide the structure and direction to implement the plan's policies and growth concept map (Chapter 4) and actions (Action Matrix starting on page 209). They reflect the six core principles for actions introduced in Chapter One:

Core Principles for Action Introduced in Chapter One

- Grow as a compact, connected city.
- Integrate nature into the city.
- Provide paths to prosperity to all.
- Develop as an affordable and healthy community.
- Sustainably manage water and other environmental resources.
- Think creatively and work together.

Imagine Austin and the City Charter set forth a comprehensive planning program, with annual monitoring and review to ensure Austin becomes the city its people want for the future. Each year, the Planning Commission and staff should develop a work plan that selects components of Imagine Austin's priority programs and establishes how they will be implemented that year. This process should include reviewing the Action Matrix (starting on page 209) to identify potential actions for new or expanded priority programs.

RANKING THE PRIORITY PROGRAMS

As part of the public review of the draft Imagine Austin Comprehensive Plan, the community was asked to rank the priority programs. Almost 2,500 votes were cast and investing in our transportation system to create a compact and connected Austin received the most votes.

PRIORITY PROGRAMS

The priority programs organize Imagine Austin's key policies and actions into related groups to make it easier to implement the plan. These programs build on existing policies and initiatives, as well as the community input provided during the process to create Imagine Austin. Each program cuts across and implements policies and actions from multiple building blocks. The structure they provide will allow the City of Austin to more efficiently coordinate its operations, investments, and the provision of core services. The priority programs are:

1. Invest in a compact and connected Austin
2. Sustainably manage our water resources
3. Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs
4. Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city.
5. Grow and invest in Austin's creative economy
6. Develop and maintain household affordability throughout Austin
7. Create a "Healthy Austin" program
8. Revise Austin's development regulations and processes to promote a compact and connected city

The final program, to revise Austin's development regulations and processes, is an important step to promote each of the above priorities and to protect all that has been identified as valuable in the plan. The priority programs, policies, and actions in the plan all seek to achieve real functioning sustainability for Austin's future. As discussed in Chapters 1 and 4, a compact and connected city encapsulates household affordability, environmental protection, and complete communities, with easier, greener, healthier transportation options linking residents to jobs, arts and culture, parks, schools, health care, shopping and other destinations. Each of these programs has important connections to the others that should be recognized throughout implementation.

The City of Austin is addressing many elements of the priority programs through current plans, initiatives, and partnerships. The priority programs will enable the City of Austin and its partners to pull together, break down silos, make connections, and leverage resources for more effective implementation. The following text provides an initial work program for each priority program, with short- and long-term steps (not necessarily indicating priority). Lead and partner departments and organizations who will be involved in each program are identified. Implementation should begin by confirming the lead partner responsible for overall coordination of the program, defining the roles of other involved partners inside and outside of city government, and determining how to engage the community in the process moving forward.

1. Invest in a compact and connected Austin.

Transportation congestion consistently ranks as a major concern to Austinites. Addressing this concern requires the City of Austin and its partners to look for solutions beyond how we travel – automobiles, transit (bus and rail), walking, and bicycling – and begin dealing with underlying conditions that make it difficult for Austinites to move around the city. To do so, we need to coordinate the physical form of Austin – how it's organized and how it is built with our transportation network.

Long-term strategies to reduce dependence on driving include improving rail and bus service, creating better bicycling routes, expanding our network of sidewalks and trails, and implementing travel demand management. Increased transportation options also allow young people, the elderly, and people with disabilities greater access to the city. In addition to designating an enhanced transit network, the growth concept map (Fig. 4.5) identifies areas where roadway capacity can be enhanced. This new capacity takes the form of managed lanes to improve mobility for cars and transit along congested freeways and a complete arterial network to better serve areas on the city's edge where future growth is expected.

Imagine Austin envisions establishing complete communities across the city and accommodating most future residents and jobs in centers and corridors identified on the growth concept map. Compact centers and corridors allow daily necessities (such as work, shopping, dining, and school) to be located closer together, resulting in shorter, more convenient trips and less time spent on the road. Shorter distances between people's homes, workplaces, and other daily destinations increase opportunities for walking and bicycling instead of driving. Walkable destinations can enable greater transit use. For those Austinites who choose to drive, it gives them the ability to park once and walk.

When viewed as a coordinated planning framework, the growth concept map, complete communities concept, Capital Improvement Program, small area and transportation master plans, and incentives for business attraction, retention, and expansion can work together to achieve the goal of a compact, connected Austin. This coordination will ensure the City of Austin's capital expenditures work toward the goal of compact and connected communities, particularly in the City's extraterritorial jurisdiction, where infrastructure spending is one of the few tools available for shaping growth. As implementation of Imagine Austin continues, a coordinated approach will direct investments by the City of Austin, Travis County, and its partners to improve and expand transportation options to serve and connect centers and corridors, and to create human-scaled and inviting places.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Continue to implement the Austin Strategic Mobility Plan, Bicycle Master Plan, and Capital Area Metropolitan Planning Organization's 2035 Regional Transportation Plan in support of the growth concept map.

LEAD

City of Austin Transportation Department; Economic Growth and Redevelopment Services Office; Capitol Planning Office

PARTNERS

Capital Metro; CAMPO; State and Federal agencies; City of Austin Planning and Development Review; Chambers of Commerce; Advocates for people with disabilities, transit users, bicyclists, and affordable housing

RELATED VISION COMPONENTS

Mobile and Interconnected

Livable

Prosperous

RELATED POLICIES

LUT P1-P5, P7, P9-P12, P14-P20, P29, P32, P33, P36; HN P1, P3, P4, P7, P10, P12, P13; E P14, P15; CE P3, P10; CFS P34, P36, P42; S P3, P11, P25.

RELATED ACTIONS

LUT A1, A5, A13, A14, A16-A18, LUT A21-A25, LUT A27, LUT A31; HN A5; E A5; CFS A25, A34; C A14.

The application of strategies and policies to reduce travel demand (particularly single-occupancy vehicles) or to redistribute this demand in space or time, thus reducing traffic congestion.

GOALS	
Increase non-vehicular trips	
METRICS	BASELINE (2012)
<ul style="list-style-type: none"> - Transit ridership numbers - Number of transit stops - Percentage of trips by biking, walking - Annual trips per capita 	
GOALS	
Improve access to transit	
METRICS	BASELINE (2012)
Population density within ½ mile of transit stops	
Employment density within ½ mile of transit stops and high capacity transit stops	

2. Develop criteria and guidelines for coordinating business recruitment, expansion, and retention to support activity centers and corridors, transit, and urban trails plans in line with Imagine Austin and the growth concept map.
3. Adopt a complete street policy and guidelines and include street standards in the City's new land development code.
4. Continue working on demonstration corridors (Lamar Boulevard, Burnet Road, Riverside Drive, Airport Boulevard, and East MLK/FM 969) to plan for and build complete street improvements. These include separated bike lanes, wider sidewalks, and improved transit infrastructure with more user friendly bus shelters. Consider partnering with local businesses and artists to add amenities to demonstration corridors.
5. Expand the City's development and redevelopment services to support major projects across the city in support of Imagine Austin and the growth concept map.

ONGOING AND LONG TERM (3+ YEARS)

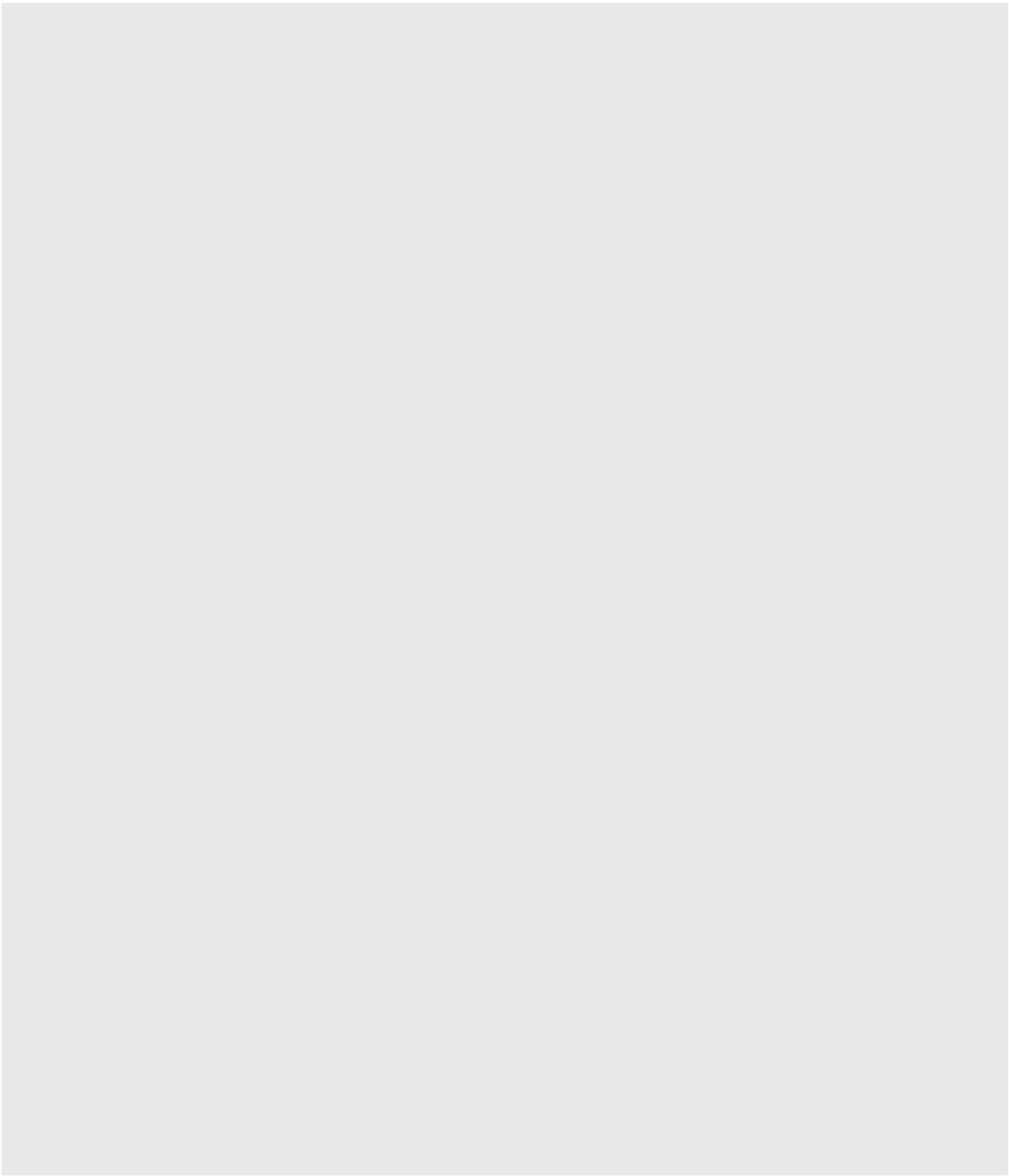
6. Invest in new and reinvest in existing infrastructure to support a compact and connected city through a planning-driven capital improvements program. Track capital improvements geographically to ensure their alignment with the goals of Imagine Austin.
7. Use the Austin Strategic Mobility Plan's website to clearly communicate with and update the public about next steps, progress, ongoing efforts, timelines, and long-range plans to improve transit, walking, bicycling, and driving throughout the region.
8. Partner with local chambers of commerce, the business community, and regional, state, and federal entities to recruit and retain businesses to activity centers and corridors.
9. Continue to raise Austin's international profile and expand nearby job centers by increasing trade and securing direct international service at Austin-Bergstrom International Airport.
10. Build infrastructure and develop partnerships necessary to create jobs and economic vitality for the efficient and safe transport of goods through, to, and from Austin.
11. Work with federal, state, and local public and private agencies, organizations, and businesses to identify potential funding sources for partnerships to implement transportation improvements.
12. Coordinate with Travis County and local school districts to manage infrastructure investments.

RELATIONSHIP TO OTHER PRIORITY PROGRAMS:

- Change Austin's development regulations and processes to promote a compact and connected city. The Strategic Mobility Plan and Complete Street policy / guidelines will inform the revision to Austin's land development code. The revised code will include incentives for compact and transit oriented development and complete streets.
- Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city. Green infrastructure includes attractive amenities for Austinites of all ages that improve health and quality of life. Complete street standards will include "green street" design and street tree requirements that add to the City's green infrastructure.
- Create a Healthy Austin program. Investing in an accessible transit, pedestrian, and bicycling network will provide Austin residents with alternatives to driving. Through improved land use, transportation, and urban design, Austin's places can contribute to healthy lifestyles by encouraging walkable communities, parks, community gardens, open space, and recreation and by increasing access to local and nourishing food and reducing air pollution.
- Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. Coordinating the City's investments in workforce training with its business attraction, expansion, and retention policies improves Austin's prosperity and quality of life.

RELATED CITY INITIATIVES:

- Project Connect
- Austin Strategic Mobility Plan
- CAMPO 2035 Long Range Transportation Plan (complete)
- Urban Rail Study / EIS
- Sidewalk Master Plan
- Bicycle Master Plan
- MoPac Improvement Project (Central Texas Regional Mobility Authority)
- My35 Project (Texas Department of Transportation)
- East 7th Street reconstruction project
- Healthy Code
- Families and Children Task Force Report
- Urban Parks Workgroup Report



2. Sustainably manage our water resources.

A changing climate, weather patterns, increasing demands on water in the basin, and regional water management complexities pose challenges requiring increased planning and coordination. Sustainably and resiliently adapting to changes will require the region to re-examine how we think about water and how we approach the long-term management of our water resources—the Colorado River, our aquifers, rainfall, conservation, and water re-use efforts, as well as exploring other potential sources of supply. A central focus of these efforts is to reduce water use by businesses and households (gallons per capita per day) while balancing available resources, evolving technologies, growth trends, environmental impact, and cost to Austin residents and ratepayers. In addition to preparing for these general trends and carrying out current drought contingency plans, the City and region should strengthen planning for droughts worse than the current Drought of Record (which occurred in the 1950s).

Water resources are key to Austin's quality of life and viability as a city. Protecting our streams and floodplains helps maintain Austin's natural beauty while promoting public health and safety, improving water quality, and preserving habitat for native species, including threatened and endangered species.

Responding to this challenge requires extensive involvement in regional efforts and close coordination across all aspects of Austin's water resources. Bringing together existing efforts allows us to move forward with integrated strategies that address the range of water resource issues such as supply, quality, conservation, public health, and recreation.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Update Austin Water Utility's integrated water management plan, including water conservation goals, drought planning, and climate mitigation and adaptation strategies.
2. Enact a new watershed protection ordinance to streamline, expand protection of headwaters and to promote low-impact stormwater management strategies, and to reduce capital expenditures required to mitigate water quality problems, erosion, and flooding.
3. Coordinate efforts with Austin Energy and other local energy utilities to assess risks and propose risk mitigation strategies related to water demands for power generation.
4. Review and analyze auxiliary water regulations governing reclaimed water, greywater use, and rainwater harvesting to ensure that they encourage the use of these sources without compromising public health.

ONGOING AND LONG TERM (3+ YEARS)

5. Continue to use Austin's rate structure to reduce water use while maintaining affordability for low water use households, funding further conservation and education efforts, and preserving Austin Water Utility's financial stability.

LEAD

City of Austin Watershed Protection; Austin Water Utility

PARTNERS

City of Austin Transportation Department; Austin Parks and Recreation Department; Planning and Development Review Department

RELATED VISION COMPONENTS

Livable

RELATED POLICIES

LUT P21-P24, P34; E P5, P15; CE P2-P8, P10-P12, P14, P16; CFS P1-P6, P8-P14, P39, P43-P47.

RELATED ACTIONS

LUT A7, A10, A19, A37; HN A15, A23; CE A1-A9, CE A16-A19, A24, A25; CFS-A7, A8, A10, A28, A29, A34-A44.

GOALS	
Conserve Water Resources	
METRICS	BASELINE (2012)
- Average Daily Water Usage - Average daily water usage (residential)	
GOALS	
Improve watershed health	
METRICS	BASELINE (2012)
- Creek health (percent of assessed watersheds in excellent, very good, or good health) - Impervious surface (total and per capita) - Tree canopy (map and percentage)	

6. Work collaboratively on water supply management and planning with the Lower Colorado River Authority to protect the City's water supply access and investments and ensure equitable and legal management of the Colorado River.

7. Maintain a non-degradation policy for the Barton Springs Zone.

8. Update the current Watershed Master Plan, expand the program to include other watersheds, and implement integrated strategies to protect and enhance water quality and supply, reduce flood risk, and prevent erosion.

9. Participate in state and regional water resources planning, including regional efforts to improve water quality and quantity of the Edwards Aquifer.

10. Implement Austin Water Utility's energy efficiency and demand reduction efforts to reduce greenhouse gas emissions and meet the City's climate protection goals.

11. Increase coordination between Watershed Protection, Austin Water Utility, Office of Sustainability, Planning and Development Review, and other City departments.

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city. Innovative stormwater techniques, a healthy urban forest, additional water quality lands, and improved site design are key elements in the wise use of Austin's water resources, maintaining the region's hydrology, and adapting to Austin's future climate.
- Revise Austin's development regulations and processes to promote a compact and connected city. Updating the land development code should improve the city's site and landscape design requirements.
- Invest in a compact and connected Austin. Maintain and upgrade existing infrastructure, including improvements to reduce water leaks.

RELATED CITY INITIATIVES:

Austin Water 140 GPCD Conservation Plan

Peak Demand Plan

Austin Water Utility Master Plan

Watershed Protection Master Plan

State of Austin's Environment Report

3. Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.

To ensure Austin's continued economic health we must develop a widely skilled workforce, recruit new businesses, retain and grow existing businesses, and tap into our entrepreneurial spirit. Although Austin attracts talented people from across the globe, there is a growing need to develop a homegrown workforce prepared to compete in the 21st century economy. Educational opportunities must be provided to meet the workforce needs of current and emerging industries.

Expanding the number of resident workers who have the skills required by growing industries is critical to sustain Austin's economy. Business development and recruitment efforts should target those business sectors that can build upon the skills of Austin's existing workforce. A deep, local talent pool provides a ready workforce for our existing businesses and can entice new businesses to locate in Austin. Growing local and recruiting outside businesses and industries that provide job opportunities for Austinites of all skill and educational levels is essential to continued economic health. A diverse, talented, and well-educated workforce can also serve as a fertile environment for entrepreneurs to emerge and grow new, locally-based businesses.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Identify a lead department within the City of Austin to coordinate its role in workforce development and education.
2. Work with businesses, non-profits, education partners such as local colleges, universities, and technical schools, and the Texas Workforce Commission to identify gaps between Austin's targeted industries and growing economic sectors and school, college, and university curriculum.
3. Partner with high schools, resource libraries, non-profits, technical schools, community colleges, and universities to expand curriculum related to specific job and special skills training and develop training resources related to the needs of local businesses and Austin's targeted industries.
4. Partner with school districts and non-profit organizations to increase creative education programs for students as part of regular curriculum and through after-school activities.
5. Support efforts to fund and develop a top-tier medical school and residency programs in Austin.
6. Improve awareness of the benefits of early education and expand access to early childhood education programs and parenting resources.

LEAD

City of Austin/AISD Board of Trustees/Travis County Commissioners Court Joint Committee ; City of Austin Economic Growth and Redevelopment Services Office; City of Austin/Travis County Health and Human Services Department

PARTNERS

City of Austin Planning and Development Review Department; Workforce Solutions Capital Area; school districts, colleges, and universities; Chambers of commerce

RELATED VISION COMPONENTS

Prosperous
Educated
Livable
Values and Respects its People

RELATED POLICIES

E P1-18; S P8, P11, P15-P19, P26, P27; C P1, P11.

RELATED ACTIONS

HN A10; E A1-20; CFS A27; S A10, A13, A32-A41, A44-A49; C A16, A18-A19

GOALS	
Increase job opportunities for Austin residents.	
METRICS	BASELINE (2012)
<ul style="list-style-type: none"> - Employment rate and average wages by age, geography, and race/ethnicity - Total number and percentage of Austin skilled workforce compared with the region - Working wage 	
GOALS	
Increase small businesses and entrepreneurship.	
METRICS	BASELINE (2012)
Small business start-ups	
GOALS	
Increase small businesses and entrepreneurship.	
<ul style="list-style-type: none"> - Percentage of high school students that are college ready - Percentage of high school students graduating - Percentage of high school students entering into secondary education (college or technical schooling) - Percentage of University students retained in Austin after graduation 	

ONGOING AND LONG TERM (3+ YEARS)

7. Actively recruit and retain businesses that create well-paying job opportunities for lower skilled and blue collar jobs or that provide a path upwards from entry-level jobs.
8. Encourage entrepreneurship and local businesses by creating programs and policies that enable local businesses to thrive.
9. Work with local business incubators in an effort to create a fertile environment for business start-ups and generate additional local venture capital investment.

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- Grow and Invest in Austin's creative economy. Arts and cultural education is a major focus of investing in Austin's workforce and education system. Encouraging innovation and providing support for local, small businesses and start-ups is key to growing Austin's creative economy.
- Develop and maintain household affordability. Affordable housing is necessary to grow Austin's economy and provide its workforce with places to live that are safe, convenient, and located close to job centers, good schools, retail, and services.
- Revise Austin's development regulations and processes to promote a compact and connected city. Create better rules for flex space and adaptive re-use to support small businesses, urban farms, and start-ups.
- Create a Healthy Austin program. Develop a strong local food system in which food production, processing, distribution, and consumption are integrated to enhance the environmental, economic, social, and nutritional health of Austin and central Texas.
- Invest in a compact and connected Austin. Businesses should be encouraged to locate in accessible locations and complete communities.

RELATED CITY INITIATIVES:

- Small Business Development Programs
- Elevate Austin
- Opportunity Austin
- City of Austin Library Master and Facilities Plans

4. Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city.

A green infrastructure program will create an interconnected system of parks, waterways, open space, trails, green streets, tree canopy, agriculture, and stormwater management features that mimic natural hydrology. It will also allow the City of Austin to expand upon existing efforts to protect environmentally sensitive areas such as waterways and riparian zones, springs, aquifer recharge features, canyonlands, and prairies. These diverse elements of Austin's green infrastructure serve multiple purposes and provide numerous benefits. The most visible of these benefits, and the one most Austinites will experience firsthand, relates to how we experience the outdoors. These efforts will maintain our pleasant outdoor setting and provide safe access to green space and recreation for all Austinites, particularly in urban activity centers and corridors. The interconnected green spaces can provide recreational opportunities and transportation connections in the form of hiking and biking trails. The benefits to the environment are numerous and include enhanced stream health and improved water quality, reduced flood risk, and preserved and enhanced ecosystems and habitats. An integrated green infrastructure system can also reduce energy consumption and greenhouse gas emissions by providing alternatives to automobiles, reducing water use, and shading buildings.

A primary goal of the program is to manage Austin's urban and natural ecosystems in a coordinated, sustainable manner. The City currently plans for many of these elements independently; however, gaps remain.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Create an integrated green infrastructure plan and ongoing green infrastructure program. The plan should:
 - a. Define Austin's green infrastructure, its elements, and how those elements interact to benefit the city.
 - b. Perform an initial inventory and evaluation of existing green infrastructure resources, such as conserved land, the urban forest, habitat, trails and bike paths, greenbelts, community gardens, urban farms, parks and recreation areas, and green streets. Identify current plans, such as the Travis and Hays County Greenprint plans, networks, and identify gaps.
 - c. Develop green infrastructure targets (such as percentage of tree cover, connectivity, or current or anticipated residents within walking distance of parks, see Figure 4.11) and priorities for new areas for conservation, parks and open space, green streets, and urban trails.
 - d. Include a series of interactive maps illustrating the components of the green infrastructure network, along with priority conservation and restoration areas.

LEAD
Sustainability Leadership Team
PARTNERS
Office of Sustainability; Austin Energy; Austin Water Utility; Austin Resource Recovery; Watershed Protection Department; Public Works; Economic Growth and Redevelopment Services; Austin Transportation Department; Parks and Recreation Department; Travis, Hays and Williamson Counties
RELATED VISION COMPONENTS
Livable Mobile and Interconnected Natural and Sustainable
RELATED POLICIES
LUT P21-P25, P34; HN P13; E P5; CE P1-P 8, P11, P12, P14, P16; CFS P8, P10, P11, P14, P40, P42-P48; S P3.
RELATED ACTIONS
LUT A7, A19, A20, A32, A33, A36, A37, A39-A41; HN A15, A21; A23; CE A1-A6, CE A8, A9, A11, A12, A16-A25; CFS A1-A11, CFS A23, CFS A24, CFS A34-A36, CFS A39, CFS A43.

GOALS	
Increase protection of environmentally sensitive land.	
METRICS	BASELINE (2012)
- Amount of permanently preserved land for protection of water quality, threatened or endangered species habitat, or other environmental resources	
- Inventory of land, buildings, and other assets for current and potential food production sites (size, type, location)	
GOALS	
Improve tree cover in every neighborhood.	
METRICS	BASELINE (2012)
- Tree canopy (map and percentage)	
GOALS	
Improve health of watershed.	
- Impervious surface (total and per capita)	
- Creek health (percentage of assessed watersheds in excellent, very good, or good health)	
GOALS	
Improve access to parks.	
METRICS	BASELINE (2012)
- Units within walking distance of parks (1/4 mile in urban core, 1/2 mile outside the urban core)	

e. Include implementation strategies and approaches to promote interdepartmental, intergovernmental, and interagency coordination.

f. Calculate direct and indirect costs and savings from green infrastructure projects, when compared with traditional "grey" infrastructure, including the asset value of ecosystem services and contribution to long-term risk management.

g. Develop and implement unified, comprehensive land management of all City of Austin lands for integrated environmental sustainability, including carbon sequestration, wildlife habitat, water quality and quantity, and education.

h. Identify a lead to oversee ongoing implementation of the plan and program.

2. Assess options to coordinate and expand incentives for residential and commercial property owners to install green infrastructure elements, such as green roofs, rainwater harvesting, pervious pavement, and rain gardens.

ONGOING AND LONG TERM (3+ YEARS)

3. Provide guidance on best practices for property owners interested in green infrastructure improvements. Develop demonstration projects and share information with residents and business owners.

4. Continue funding support and acquisition of land in the Balcones Canyonlands Preserves and in other environmentally significant areas to protect water quality, conserve endangered species habitat, and provide open space for passive public use.

5. Protect farmland and conduct and stimulate research to facilitate growing techniques that minimize water usage and build healthy soils accounting for regional climate change.

6. Track and monitor citywide implementation of the green infrastructure plan, including planned parks and open space, green streets, and bicycle, pedestrian, and transit projects.

7. Make available dynamic, online, interactive maps of the existing and planned green infrastructure networks to allow the community to see the program's progress.

8. Identify approaches to track and monitor the costs and savings associated with green infrastructure projects. Solicit research and funding partners, such as the University of Texas' Lady Bird Johnson Wildflower Research Center and the Trust for Public Lands.

9. Solicit partners, such as conservation and bicycle advocacy groups, to help implement the recommendations of the green infrastructure plan and program.

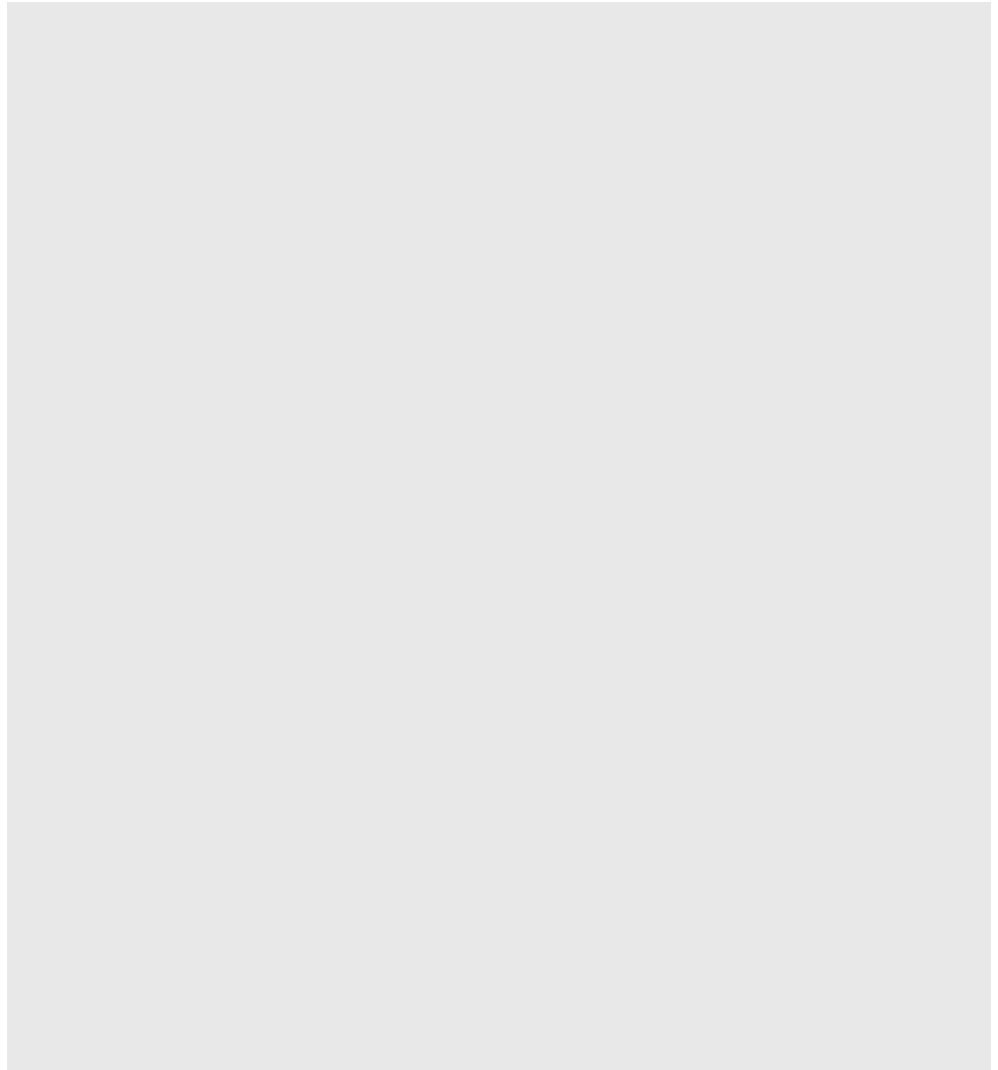
10. Hold public and educational events to share green infrastructure benefits and pursue program partnerships with local organizations.

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- Create a Healthy Austin program. Investing in accessible walking and biking networks, community gardens, family farms, parks, and open space will provide Austin residents increased opportunities for outdoor exercise as well as contribute to healthy lifestyles by increasing access to local and nourishing food and reducing air pollution.
- Sustainably manage our water resources. Expanding Austin's green infrastructure will impact the City's ability to protect and conserve water resources. By increasing the urban tree canopy and decreasing stormwater runoff, the green infrastructure program will contribute to reducing flooding, improving water quality and lessening the need for water treatment.
- Invest in a compact and connected Austin. The green infrastructure program will include priorities for trails and greenway networks that provide alternative ways to get around the city.
- Revise Austin's development regulations and processes to promote a compact and connected city. Green infrastructure and low impact development standards should be included in the revised Land Development Code and Criteria Manuals.

RELATED CITY INITIATIVES:

- Parks and Recreation Department Long Range Plan
- Austin Strategic Mobility Plan
- Healthy Code
- Central Texas Greenprint Plan
- Travis County Colorado River Corridor Plan
- Urban Forestry Management Plan
- Invasive Species Management Plan
- Watershed Protection Master Plan
- Trails Master Plan
- Bicycle Master Plan
- Town Lake Plan
- Urban Parks Workgroup Report



5. Grow and invest in Austin's creative economy.

Austin's healthy economy stems, in large part, from its vibrant, local creative community and diverse workforce. Creative individuals (artists, musicians, film and digital media professionals, and other knowledge-based workers), cultural organizations, and creative businesses contribute to the region's economic growth and quality of life. Continued strategic investment in these industries is needed to grow existing creative sector entrepreneurs, organizations and businesses, encourage "home-grown" start-ups, and attract new organizations, businesses, residents, and visitors who will contribute to a healthy economy.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Survey creative arts and culture non-profits, organizations, and individuals to determine gaps in technical assistance and identify additional ongoing strategies to further develop the creative industries.
2. Develop and implement a cultural tourism and heritage plan to improve tourism offerings (such as technology and cultural diversity) at the regional, national, and global scales to stimulate trade and bring new resources to the community.
3. Develop and implement strategies to create and sustain the live music industry while addressing noise compatibility.
4. Conduct a creative facilities survey and analysis to determine both impediments and challenges and positive influences in promoting Austin's creative culture. Involve the creative community in its design and implementation.
5. Explore and re-imagine existing City development tools, such as incentives, regulations, and financing options, with a focus on creative industries' facility needs; expanding access to affordable and functional studio, exhibition, performance space, museums, libraries, music venues, and office space.

ONGOING AND LONG TERM (3+ YEARS)

6. Use the City's existing interdisciplinary team to better coordinate "creative enterprise" services, programs and resources.
7. Cultivate relationships with local, national, and international businesses and organizations to expand and sustain the financial, artistic and cultural excellence of the Austin music, film, digital industries, and nonprofit arts and culture communities.
8. Provide ongoing technical assistance, access to best practices, small business resources, and nonprofit organization resources with a focus on targeted creative industries and jobs.
9. Develop new financial resources and strategies to sustain and expand the creative industry sector.

LEAD

Economic Growth and Redevelopment Services Office

PARTNERS

City of Austin Planning and Development Review Department; City of Austin Transportation Department; Parks and Recreation Department, Austin Public Library, Community College and University Art and Music Departments; AISD Fine Arts Program

RELATED VISION COMPONENTS

Creative

Prosperous

Livable

Educated

RELATED POLICIES

LUT P10, P35, P37; E P1, P2, P5-P8, P11-P17; CFS P44; S P11-13, P15-P19; C P1-P19.

RELATED ACTIONS

LUT A29; HN A1, A3-A9, A16, A24; E A1-A6, A8-A13, A15, A18; S A32-A41, A44-A49; C A1-A19, A23.

GOALS	
Increase opportunities for small creative businesses and organizations.	
METRICS	BASELINE (2012)
- Small business growth. Creative business and organization partnership, participation and growth	
- Number of Public Art Installations and Events	
- Participants in arts, culture, and small business workshops hosted by the city	
- Arts and creativity sector (count of businesses and employees)	
- Number of live music venues	

10. Conduct a market analysis of Austin's creative sectors to determine opportunities for growth and prosperity.

11. Work with economic development organizations to recruit businesses to Austin that will invest in Austin's creative community.

12. Work with local businesses and organizations to develop and move beyond the startup stage to further establish Austin as a magnet for arts, culture, and creativity.

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- Develop and maintain household affordability throughout Austin. One barrier creative businesses and individuals face is a lack of affordable housing and work space. Investing in housing that is affordable and has work space will help to sustain and attract new creative businesses.
- Continue to grow Austin's economy by investing in our workforce, education system, and entrepreneurs. Arts and cultural education is a major focus of investing in Austin's workforce and education system. Encouraging innovation and providing support for local, small businesses and start-ups is key to growing Austin's creative economy.

RELATED CITY INITIATIVES:

- CreateAustin Cultural Master Plan
- City of Austin Library Master and Facilities Plans

6. Develop and maintain household affordability throughout Austin.

Rising housing and related costs, such as transportation and utilities, are major issues facing Austinites. Low-income, fixed-income, and, increasingly, middle-class households struggle to find housing they can afford, especially in the urban core. Often, the only housing they can afford is not close to their work or schools, and far removed from daily necessities (such as services, shopping, entertainment, recreation, and dining). Better-located housing is often too expensive or does not meet the needs of many families with children. As Austin becomes more diverse—with a growing retired and senior population, an increasing number of smaller households, and others interested in alternatives to suburban living—the single-family homes typical of our central neighborhoods may not suit their needs. More significantly, high real estate prices increasingly preclude the possibility of purchasing or renting a house in Central Austin.

In order to meet the market demand of our growing and diversifying population, the range of available housing choices must expand throughout the city. Alternatives to the typical larger-lot single family and garden-style apartments that characterize much of Austin's housing stock are needed, including a greater variety of starter and move-up homes. The introduction and expansion into the market of housing types such as rowhouses, courtyard apartments, bungalow courts, small-lot single-family, garage apartments, and live/work units can meet this emerging demand. The demand for market-rate housing can and should be met by the private sector. The City of Austin can work with private developers, non-profits, the state and federal governments, Travis County and other local governments to help those individuals and families not able to afford market-rate housing, including seniors on a fixed income, people with disabilities, and low-wage workers.

The city's housing stock contributes to unaffordability in other ways. High utility bills can often be addressed by improving how we use water, electricity and natural gas, while the location of homes in relation to different modes of transportation, work, and daily and weekly needs impacts how much households spend on transportation.

To address these issues, a comprehensive approach is needed to define and provide household affordability for Austinites. Such an approach must take into consideration transportation, utilities, and access to daily and weekly needs as essential and inter-related components of household affordability. It should recognize both market-rate affordability and the need for subsidized housing, and include collaboration with Travis County, area school districts, and regional entities (such as Capital Area Council of Governments, Capital Area Metropolitan Planning Organization, and Capital Metropolitan Transportation Authority) to align objectives and achieve maximum investment to promote household affordability.

LEAD
1) Neighborhood Housing and Community Development Office/ Austin Housing Finance Corporation
2) Planning and Development Review Department
PARTNERS
Housing Authority of City of Austin; Health & Human Services Department; Economic Growth and Redevelopment Services Office; Travis County; Austin Independent School District; Capital Area Council of Governments; Capital Area Metropolitan Planning Organization; Capital Metropolitan Transportation Authority; Community Action Network
RELATED VISION COMPONENTS
Prosperous
Livable
Values and Respects its People
RELATED POLICIES
LUT P3, P5-P8, P10; HN P1-P10, P12, P13, P15; CFS P21; S P3, P4, P11-P13, P20-P21; C P10, P18.
RELATED ACTIONS
LUT A2, A3, A5, A6; HN A1-A11, A16, A18, A23, A24; E A3; CFS A34; S A25-A31; C A13, C A14.

GOALS	
Maintain and increase household affordability in Austin.	
METRICS	BASELINE (2012)
- Gaps in rental and homeownership supply and demand	
- Median rent by zipcode	
- Median wage by zipcode	
- Percent of residents who are cost-burdened or severely cost-burdened (including transportation and utilities)	
- Percent of residents who are homeless or at risk of homelessness.	
- Number of affordable units built	

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Identify gaps in affordability throughout the city and set numerical targets for housing that is affordable to a variety of households, including workforce, supportive, low-income, families with children, and senior housing.
2. Use the S.M.A.R.T. Housing program as a framework to introduce new tools and strategies to promote affordable housing for moderate, low, and very low-income households, including new regulatory and finance mechanisms, grants, and partnerships with local non-profit intermediary organizations.
3. Promote long-term affordability by:
 - Supporting a local community land trust and other shared equity approaches
 - Targeting the use of public funds for the lowest-income households, including those who are homeless, at risk of homelessness, or who have other special needs
 - Developing new goals, targets, and strategies to promote the distribution of affordable housing in all parts of the city, including incentives for affordable housing in new developments and for the preservation of existing rental units.
4. Ensure new and revised small-area plans include an affordability component addressing preservation of existing and creation of new affordable, supportive, and workforce housing.

ONGOING AND LONG TERM (3+ YEARS)

5. Identify new or expand existing dedicated revenue sources for affordable housing.
6. Examine potential regulatory barriers and policies that impede the provision of household affordability, including infrastructure costs; the costs and benefits of zoning ordinances on housing development; and examine how the City's waste removal fees and other City fees and requirements impact the cost of living for the families of Austin.
7. Develop a community educational campaign to address the issue of affordability, such as loss of existing affordable housing, rising utility and transportation costs, and the need to maintain affordability as part of Austin's quality of life.
8. Identify opportunities for the creation of affordable housing on publicly-owned land and develop partnerships with developers to provide flexible, affordable work space and housing.
9. Support the creation of a "real-time" database of available affordable housing units, services, resources, and incentives to strengthen the process of connecting qualified

buyers and renters with affordable housing to comprehensively lower monthly household expenses.

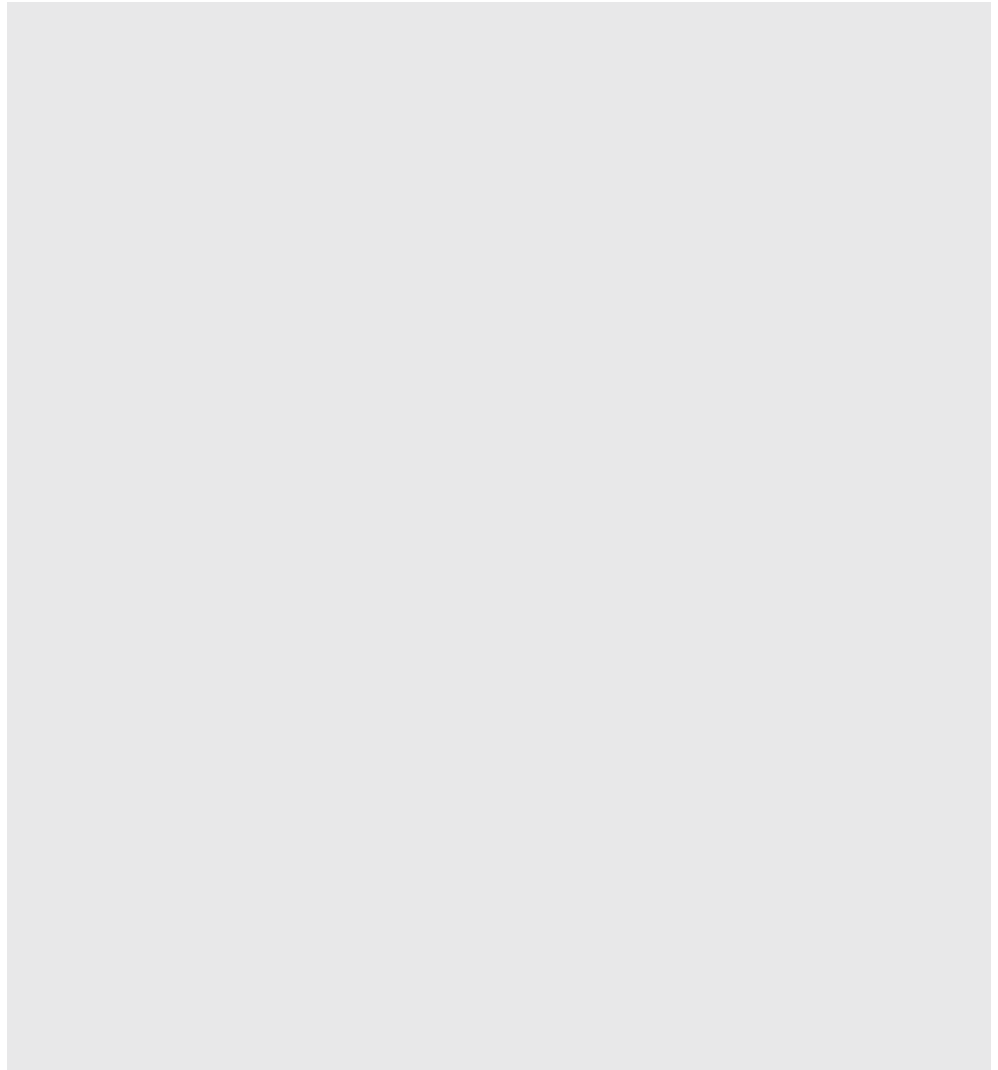
10. Replicate and adopt best practice models for affordable housing in Texas to make state lawmakers aware of the statutory barriers that impede household affordability, such as the inability of cities to provide property tax relief to low-income renters and the challenges of meeting market demand.

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- Grow and invest in Austin's creative economy. Investing in housing that is affordable for all will help sustain existing and attract new creative business.
- Invest in transportation and other improvements to create a compact and connected Austin. Transportation costs can greatly impact moderate and lower-income households. Diversifying Austin's transportation network and increasing the balance of public transit, walking, and biking networks will reduce the need to drive and associated transportation costs.
- Continue to grow Austin's economy by investing in our workforce, education system, and entrepreneurs. Sustainable growth of Austin's economy depends on providing affordable living options for its workforce.
- Revise Austin's development regulations and processes to promote a compact and connected city. Issues that should be addressed in the development code revision include reevaluating the goal of affordability, promoting the creation of flexible standards for the construction and preservation of affordable units, and developing standards for a City-wide approach to development bonus programs.

RELATED CITY INITIATIVES:

- City of Austin 5-Year Consolidated Plan and Annual Action Plan Process (required by the U.S. Department of Housing and Urban Development)
- Development Bonus Initiatives (various)
- S.M.A.R.T. Housing Initiative
- Permanent Supportive Housing Initiative
- Colony Park Sustainable Community Pilot Project
- Mueller redevelopment
- Neighborhood, corridor, and station-area plans



7. Create a “Healthy Austin” program.

Making healthy choices should be affordable and easier than making unhealthy ones. A “Healthy Austin” program will reduce chronic and diet-related diseases and risk factors by coordinating access to community and health services, local and healthy food, physical activity, and tobacco-free living. It will also support a “healthy community code” that promotes active living, access to healthy food, and prevention of chronic and diet-related diseases in all aspects of community life.

This program will look beyond nutrition to help develop a strong local food system in which food production, processing, distribution and consumption are integrated to enhance the environmental, economic, social, and nutritional health of Austin and Central Texas.

The chronic diseases associated with the risk factors of tobacco use, poor nutrition and lack of physical activity (including some cancers, diabetes, heart disease, stroke, chronic obstructive pulmonary disease, and asthma) are the underlying causes of most deaths in Travis County. Though these diseases affect everyone in the region, they take a heavier toll on poorer and minority communities. These preventable diseases increase healthcare costs, lower worker productivity, contribute to family stress, and diminish quality of life. In order for the city to be healthy, environmental and lifestyle factors that contribute to serious diseases need to be addressed.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Create a Healthy Austin Program plan to develop and document program priorities, findings, recommendations, and outcomes related to:

- a. Increasing healthy behaviors;
- b. Educating the public and providing better access to information on healthy lifestyles and community health resources;
- c. Expanding access to health care services in underserved populations;
- d. Promoting healthy foods and discouraging unhealthy ones; and
- e. Improving coordination between the Health and Human Services Department, other City of Austin and Travis County departments, non-profits, and the community.

2. Enact strategies and policies to boost the impact of federal food and nutrition assistance programs.

3. Create a healthy community code, including revisions to Austin's land development ordinances that make it easier to produce and access healthy, sustainable food and to lead a more active lifestyle.

LEAD

Health and Human Services Department

PARTNERS

Planning and Development Review Department;
Parks and Recreation Department; Neighborhood Housing and Community Development; Office of Sustainability, Transportation Department; Health, Sustainable Food, and Social Service Organizations; School Districts.

RELATED VISION COMPONENTS

Livable

Values and Respects
its People

Mobile and Interconnected

RELATED POLICIES

LUT P5, P7, P10, P13-P15, P29, P32, P33, P36; HN P3, P4, P13; CE P3, P8, P13; CFS P37, P40-P48; S P1-P3, P6, P7, P9-P13, P20, P21, P23, P25, P28; C P10.

RELATED ACTIONS

LUT A1, A3, A5, A8, A11, A12, A14, A17-A19, A21-A23, A27, A32, A36, A40; HN A23, A24; E A21; CE A11, A13-A15; CFS A2-A9, A12; CFS A23, A35; S A1, A3-A13, A19, A34, A50-A55; C A17.

GOALS	
Improve Public Health.	
METRICS	BASELINE (2012)
Rates of disease, obesity, tobacco use by ethnicity and income	
GOALS	
Improve opportunities for active lifestyles.	
METRICS	BASELINE (2012)
Miles of walking / biking trails	
GOALS	
Improve nutrition and food access.	
METRICS	BASELINE (2012)
Units within 1/4 and 1/2 mile of a grocery store or farm to consumer location Enrollment numbers in, and/or dollars from, federal food and nutrition assistance programs.	
GOALS	
Strengthen local food system.	
METRICS	BASELINE (2012)
Number of farmers markets/stands, healthy food carts Number and acreage of community gardens, plots, and local farms	
GOALS	
Improve access to healthcare.	
METRICS	BASELINE (2012)
Percent of residents with access to health care coverage Percent of residents not able to see a doctor in the past year due to cost	

- Support and expand farm direct programs (such as farm-to-work and farm-to-school) that link local farmers and food vendors to consumers.
- Expand the market for local food producers by connecting them to hunger-relief organizations, community institutions, restaurants, and retail food markets.

4. Increase the number of tobacco-free environments including outdoor areas, worksites, schools, and multi-unit housing to reduce exposure to secondhand smoke.
5. Encourage use of public land for community gardens.
6. Encourage successful formation and patronage of healthy-food retail establishments, such as farmers markets, community supported agriculture, corner and neighborhood stores, and supermarkets, throughout the city—with emphasis placed on underserved areas.

ONGOING AND LONG TERM (3+ YEARS)

7. Implement joint use agreements for public facilities to be used by residents for recreation and physical activity.
8. Expand urban farms and community gardens.
9. Promote community connectivity through complete streets design for new developments and integrate into redesign plans for existing developments.
10. Increase the safety and amenities of parks, trails, playgrounds, bike paths, and recreation centers.

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- Invest in a compact and connected Austin. Investing in accessible walking and biking networks and open space will provide residents increased opportunities for outdoor exercise as part of their daily routines.
- Revise Austin's development regulations and processes to promote a compact and connected city. The revised code will include standards and guidelines to make walking and biking safer and more attractive for residents. Through improved land use, transportation, and urban design, Austin's places can contribute to healthy lifestyles by encouraging walkable communities, parks and open space, and recreation.
- Use green infrastructure to protect environmentally sensitive areas, integrate nature into the city, and include opportunities for community gardens and urban farms.

RELATED CITY INITIATIVES:

- Healthy Austin Code
- African American Quality of Life Study
- Hispanic Quality of Life Initiative
- Bicycle Master Plan
- Pedestrian Master Plan

8. Revise Austin’s development regulations and processes to promote a compact and connected city.

Austin's City Charter requires that land development regulations be consistent with the comprehensive plan. Significant revisions to existing regulations will be necessary to fully implement the priority programs described above. For example, Imagine Austin calls for new development and redevelopment to be compact and connected, but many elements of the existing Land Development Code make this difficult to accomplish. Achieving these goals will require a comprehensive review and revision of the land development code, associated technical and criteria manuals, and administrative procedures.

Since its adoption in 1987, the Land Development Code has been a continually modified and updated document reflecting countless hours of community participation and input. Elements of the Land Development Code and the broader City Code incorporate carefully crafted compromises and significant community decisions that have been reached through long-lasting committees, task forces, and citizen referenda.

The existing neighborhood and area plans were crafted within context of this code and decisions were reached based upon the assumptions of the continued utilization of its provisions. This includes elements of the Land Development Code that are not specifically addressed in neighborhood and area plans but on which decisions were based (e.g., compatibility standards). The vision of the comprehensive plan can be achieved by retaining these protections and the approaches taken in the neighborhood and area plans.

Any suggested rewrite of the City Code, while striving to achieve the broad goals of the comprehensive plan, must recognize, respect, and reflect these carefully crafted compromises, balances, and the assumptions upon which the existing neighborhood and area plans were based and depend.

Continued protection and preservation of existing neighborhoods and the natural environment must be considered top priorities of comprehensive revisions to the City Code. The consequences and impact of additional density and infill in existing neighborhoods must be carefully identified and analyzed to avoid endangering the existing character of neighborhoods and exacerbating community health and safety issues, such as flooding.

Impacts on sustainability and livability by increased infill and density of units, including associated infrastructure costs and impacts on affordability, should be identified prior to adoption of a new city code. Modifications to the city code and building code should be measured with regard to their ability to preserve neighborhood character, consistency with adopted neighborhood and area plans, impact on affordability, and the ability of existing families to continue to reside in their homes.

The revised Land Development Code should incorporate direction from the actions attached to this program (see the Action Matrix, starting on page 209). Generally, these actions:

LEAD
City of Austin Planning and Development Review
PARTNERS
Parks and Recreation Department, Watershed Protection Department, Austin Fire Department, Austin Energy, Austin Resource Recovery, Public Works Department, Austin Transportation Department, Capital Planning Office, and Austin Water Utility;
Capital Area Metropolitan Planning Organization; Travis County.
RELATED VISION COMPONENTS
Livable
Natural and Sustainable
Mobile and Interconnected
Affordable
RELATED POLICIES
LUT P1, P3, P4, P6, P8, P9, P11, P15, P17, P28, P32, P33, P36; HN P1, P4, P5, P7, P10, P13; E P13, P14; CE P11; CFS P13, P20, P21, P34, P35; S P2, P3, P9, P21; C P18.
RELATED ACTIONS
LUT A2-A11, A19, A26, A28, A30, A34, A35, A38, A42; HN A1-A4, A11, A14, A15, A17, A19, A20, A24; E A3; CE A3, A5, A22, A24; CFS A18, A20, A23, A25; CFS A34, A36, A40; S A4, A9, A13, A25; C A3, A14.

GOALS	
Make Austin a more compact city.	
METRICS	BASELINE (2012)
Residential density (people per square mile) within centers and corridors	
Units within ½ mile of retail and activity centers	
GOALS	
Make Austin a more connected city.	
METRICS	BASELINE (2012)
Sidewalk Density	
Intersection Density	
Units within ½ mile of transit and high capacity transit	
GOALS	
Increase the percentage of mixed-use development.	
METRICS	BASELINE (2012)
Development within activity centers and corridors	
GOALS	
Create an efficient development review process.	
METRICS	BASELINE (2012)
Percent of development needing discretionary approval	
Time needed for decision	

- Promote a compact and connected city that welcomes Austin's diverse households
- Preserve the character of different neighborhoods and parts of the city
- Promote affordability for Austinites at every stage of life and income level
- Integrate nature into the city and protect environmentally sensitive areas
- Ensure the delivery of efficient services
- Provide clear guidance in a user-friendly format

The first step in revising the Land Development Code is an inclusive public process to examine the existing code and develop a shared understanding of the issues, conflicts and impediments to accomplishing the goals of Imagine Austin. Once a decision has been made on issues and directions to achieve these goals, the process of creating a more efficient, predictable, and understandable land development code, criteria manuals, and review process will begin. When the revised code is in place, its application will need to be monitored and evaluated on an ongoing basis to ensure that it results in development outcomes such as more compact and connected places.

STEPS TO IMPLEMENT THE PROGRAM

SHORT TERM (1-3 YEARS)

1. Engage key stakeholders to create a public involvement process and timeline for revising the code and criteria manuals. This process should include significant educational components and workshops early in the process. These should be structured both from a technical perspective involving City Council, Planning Commission, and other Boards and Commissions, and the design community, as well as business owners, neighborhood groups, and residents. Examples of public input methods include surveys of regular code users, design workshops, site visits, visual tools, best practices and technical reviews of proposed changes.
2. Initiate a comprehensive review to determine necessary revisions to the Austin Land Development Code and associated technical and criteria manuals.
 - a. Perform an initial review and assessment (diagnosis) of the land development code and associated criteria manuals to identify major issues and key sections that need to be revised and those sections that will remain the same. This step also includes public engagement and interviews/focus groups with business owners, landowners, neighborhood groups, designers, developers, and community leaders.
 - b. Determine staffing levels, the need for consultants, and financial resources needed to complete the comprehensive review and code revision.
 - c. Develop a process and timeline for updating the land development code and manuals.

3. Assess the efficiency of the City of Austin's development review process and implement necessary changes.

LONG TERM (3+ YEARS, ONGOING)

4. Adopt the code and manual revisions.
 - a. Create guidelines and a process to transition from current to new regulations in alignment with the growth concept map and small area plans.
 - b. Revise the zoning map to be consistent with the revised land development code.
 - c. Train staff on the new code
5. Track new development and evaluate how well the new code and manuals encourage development that is compact and connected. Coordinate with the Imagine Austin annual report and complete communities indicator process described on page 204.

RELATIONSHIP TO OTHER PRIORITY PROGRAMS:

- Invest in transportation and other improvements to create a compact and connected Austin. The revised land development code and technical and criteria manuals will include design standards and incentives for complete streets as well as standards to encourage public transit, walking, and bicycling as alternatives to driving.
- Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city. Revising the land development code, technical and criteria manuals will both incentivize and require "green" elements relating to street design, site planning and design, landscaping, as well as other aspects of the development process.
- Sustainably manage our water resources. The revised land development code, technical and criteria manuals will include standards and incentives for low impact development, innovative water and greywater reuse, and preservation of environmentally sensitive land, floodplains, and water recharge areas. Changes to the land development code will support development patterns that better manage water resources.
- Create a Healthy Austin program. The revised code, technical and criteria manuals will include standards and guidelines for compact and connected development and design standards to make walking and biking safer and more attractive for residents.
- Develop and maintain household affordability throughout Austin. Revisions to the land development code will be reviewed from the context of affordability. The City of Austin's S.M.A.R.T. HOUSING Program has been held up nationally as an example of best practice and is a good starting point for examining process and practice issues within the Austin code. The new code will also promote more flexible standards for the construction and preservation of affordable units.

RELATED CITY INITIATIVES:

- Healthy Code
- Neighborhood Plans
- Corridor and Station-Area Plans
- Families and Children Task Force Report
- Urban Parks Workgroup Report

TACKLING THE ETHNIC DIVIDE

Austin is more diverse than at any time in its history. Austinites of color now make up the majority of the population. Yet we are still dealing with the legacy of segregation and racism, particularly among Americans of African descent and Hispanic ethnicity. Austinites living east of Interstate 35 do not share equally in Austin's celebrated quality of life. Overall, they are poorer, less healthy, lag academically, and lack access to housing which they can afford.

Segregation in Austin

Early in Austin's development, African Americans were found throughout Austin, usually in small communities such as Clarksville or Wheatville, as well as where Highland Mall and Brackenridge Hospital are today. Austin was segregated—its stores, schools, and buses. But it was also a place where blacks and Hispanics businesses, churches, and schools, and occasionally served as aldermen. However, by 1940, most black Austinites lived in East Austin between 7th and 12th Streets. Most of the rapidly growing Mexican American population also lived in East Austin, south of 6th Street. This was due primarily to policies that directed African and Mexican Americans to live in East Austin.

Black and Hispanic Austinites responded in a variety of ways. One prominent example was the effort by these communities to gain access to Austin libraries, which were whites-only in the early part of the 1900s. In the early 1930s, black Austinites lobbied to get an East Austin branch of the Austin Public Library. A small library was soon created at the corner of Angelina and Hackberry streets, which became the George Washington Carver Branch. In the 1950s, using tactics designed to dispel the myth of "separate but equal," East Austinites successfully organized to integrate the whites-only downtown branch. Other campaigns followed, including successful efforts desegregating the Austin Fire Department and Barton Springs Pool. Lions Municipal Golf Course, desegregated in the early 1950s, was the first such golf course in the city and state, and possibly in the south.

The ethnic divide today. How Imagine Austin helps.

Work to improve the quality of life for people of color continues, but significant disparities remain. The legacy of 20th century segregation lingers. Of the public schools rated academically unacceptable in 2009, all four are located on Austin's east side, where most of Austin's African American and Hispanic students still live. The drop-out rate for these students in the Austin Independent School District is more than three times that of white students. Fewer than one in five black or Hispanic Austinites over 25 have received a college degree (three in five white Austinites have one).

Austin's African American population also experiences significantly higher unemployment (more than 13%, compared with an overall unemployment rate between 6% and 7%). Nearly one third of blacks and Latinos live in poverty—and more than 40% of black and Latino children.

African Americans and Hispanics have limited access to healthcare and experience higher rates of obesity and diabetes. Black Austinites also experience substantially higher rates of asthma and infant mortality. Black and Hispanic teens are also more likely to get pregnant, which can pose health risks for the mother and child. Early parenthood can result in diminished educational and employment opportunities for the parents, leaving them at a lifelong disadvantage.

Over the past few decades, these two communities have diverged significantly. Austin's Hispanic community is growing rapidly and quickly becoming more diverse. While much attention is paid to Mexican immigrants, middle-class Hispanic households move to Austin from elsewhere in Texas and across the country. Despite this diversity, there continue to be neighborhoods, such as Dove Springs and North Lamar, whose heavy immigrant population, linguistic isolation, lower incomes, and lack of public and private services pose substantial challenges to the adults and children living there.

Austin's African American population has declined since 2000. Many younger African Americans have moved to the suburbs or outside the region entirely, suggesting they feel less welcome in Austin, compared with other sunbelt cities with booming African American populations, such as Atlanta, Dallas, and Houston.



Opened in 1949, the Victory Grill was an important part of the Chitlin' Circuit. The Chitlin' Circuit was the name given collectively to music venues throughout the segregated South that featured black musicians, including influential performers such as W.C. Clark, Miles Davis, Etta James, and B.B. King. The Victory Grill is listed on the National Register of Historic Places.

Tackling the Divide

In the last decade, the City of Austin undertook two initiatives to address Austin's racial divide. The African American Quality of Life Initiative, begun in 2004, identified six categories of actions to improve the quality of life for the African Americans in Austin:

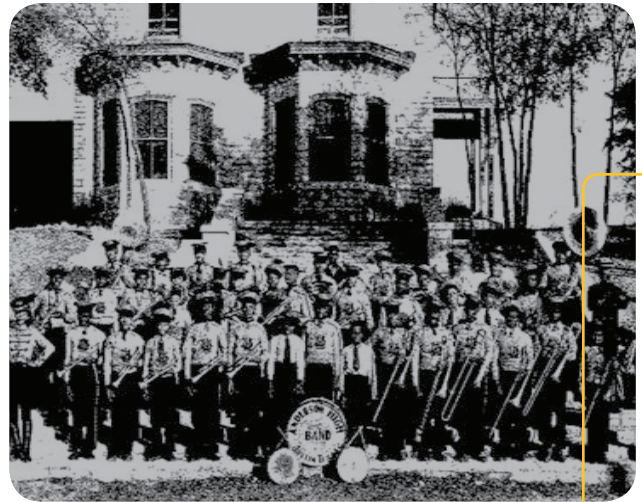
- Arts, culture, and Entertainment
- Business and economic Development
- Employment and Education
- Health
- Neighborhood Sustainability
- Police and Safety

From 2006 to 2008, the City implemented recommendations from the initiative. Following the project, the **African American Resource Advisory Commission** was formed to continue the effort to alleviate inequities facing Austin's African Americans.

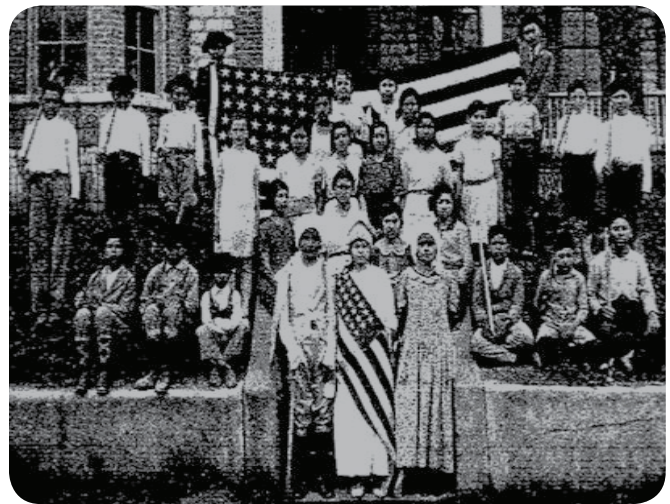
Recognizing the success of the African American Quality of Life initiative, in 2008 the City began a **Hispanic Quality of Life Initiative**, developing recommendations in four areas:

- Education
- Economic development
- Cultural arts/history enrichment
- Health

The Community Oversight Team continues working to implement the Hispanic Quality of Life Initiative.



Anderson High School (placeholder image)



Guadalupe School (placeholder image)

Imagine Austin helps build on these efforts by connecting them to Citywide policies. In particular, these two initiatives are connected to four of Imagine Austin's Priority Programs:

- **Develop and maintain household affordability throughout Austin**

In addition to improving market rate affordability within the City, this program also seeks to develop new programs aimed at maintaining existing and develop new affordable housing for blue-collar workers and the un- and under-employed within the city.

- **Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs**

Many in Austin's African American and Hispanic populations have not enjoyed the city's recent prosperity. Imagine Austin addresses both sides of this dilemma: improving the skills the workforce has or needs and drawing more jobs that are available for those skills.

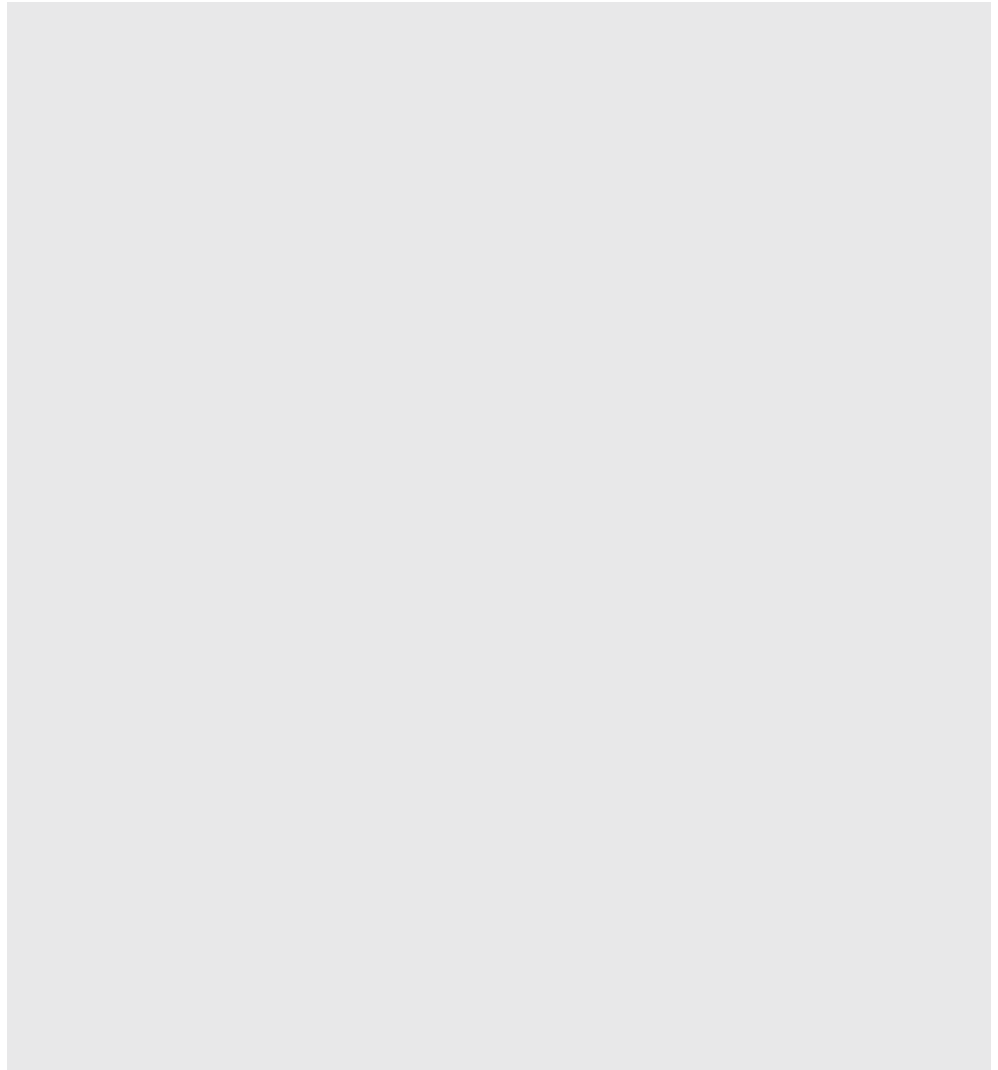
- **Create a Healthy Austin program**

Support services—from the City, non-profits, and private market—that makes healthy choices available and easy to make, such as by eliminating “food deserts.”

- **Invest in a compact and connected Austin**

Continued investment in existing neighborhoods is important to creating complete communities throughout the city that receive an equitable share of City services and amenities, such as pedestrian-friendly areas, shopping, transit, libraries, and safe and accessible playgrounds.

Any comprehensive plan in Austin owes a special duty to Austin's black and Hispanic community, but Imagine Austin should go further. This plan should serve as a platform to ensure everyone in Austin is a part of one or more of the city's vibrant communities, whether they are new or long-time residents, drawn by the local universities or high-paying construction jobs, whether they emigrate from Mexico, India, Viet Nam, or California.



IMPLEMENTING THE COMPREHENSIVE PLAN

Imagine Austin provides a wide-ranging policy framework to guide decision-making across all levels of City government. It sets an overall framework for internal decision making and provides direction for future planning efforts, updates and revisions for existing plans, the adoption and interpretation of regulations, setting budgets and spending priorities, and creating partnerships.

The plan's elements—vision statement (Chapter 3), policies and the growth concept map (Chapter 4), priority programs (Chapter 5, pp. 160-183), and action matrix (Chapter 5, pp. 201-233)—provide different levels of guidance for implementation:

- The **vision statement** describes in aspirational terms what Austinites want the city to become by 2039 and establishes the broadest context for decision-making.
- **Policies and the growth concept map series** guide long-term department strategies to achieve the Vision and should be incorporated into department master plans and budgeting.
- **Actions and priority programs** provide the more immediate steps to fulfill the vision statement. The actions are initiatives, programs, or regulatory changes needed to implement the policies and growth concept map. The priority programs organize the actions into related groupings and establishes a system to manage the overall implementation of the comprehensive plan.

PLANNING

The Imagine Austin Comprehensive Plan provides the policy basis for future plans. It also establishes the context for a complete planning framework that coordinates plans of different purposes, scales, and levels to implement the comprehensive plan. These "implementation plans" will apply the vision statement, policies, and growth concept map to smaller areas or specific issues. If, during these planning processes new conditions or issues arise, Imagine Austin may be amended to address these changing circumstances and to ensure the plan's ongoing viability.

Other types of plans—master and small area—will help implement Imagine Austin. Master plans provide detailed guidance for city systems such as our parks, sidewalks, watersheds, and waste management. Small area plans are those for defined geographic districts such as transit station areas, corridors, and neighborhoods. These small area plans complement Imagine Austin by providing detailed land use, infrastructure, and service recommendations within the framework set by the comprehensive plan policies and growth concept map.

The Imagine Austin Comprehensive Plan recognizes and embraces all previous master and small area plans. As depicted on pages 198 and 199, the comprehensive plan is an "umbrella" plan that serves as a guide on city-wide, cross-department issues to achieve

REVIEW OF EXISTING PLANS

The City of Austin adopted many operational, master, and small area plans prior to Imagine Austin. During the process to create the new comprehensive plan, these plans were included with public input to shape Imagine Austin, including the development of the growth concept map. See Appendix D for the Small Area and Master Plans attached to Imagine Austin.

DIFFERENT PERSPECTIVES WORKING TOGETHER

How Imagine Austin coordinates master and small area plans

Making decisions in the future

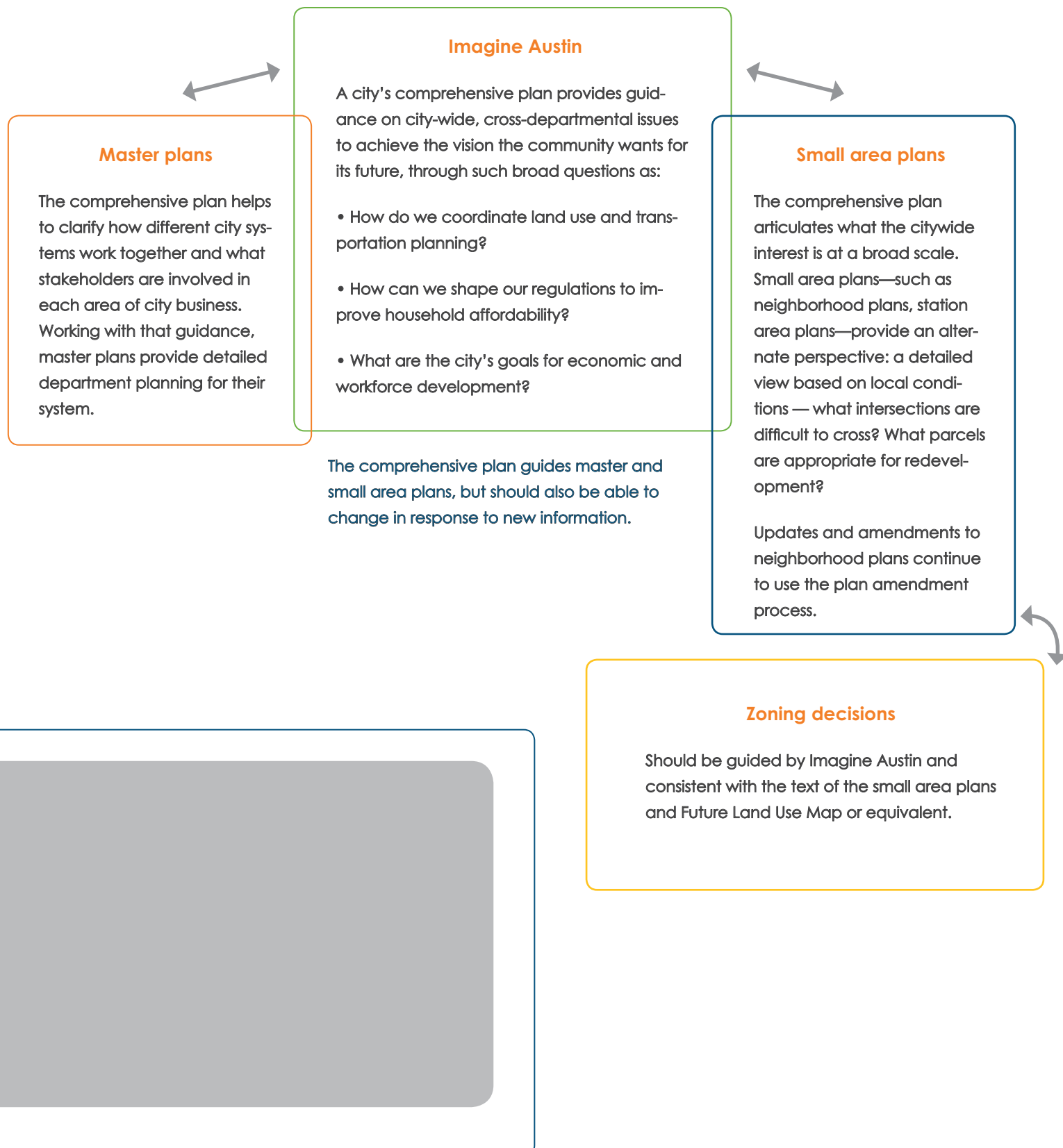
The comprehensive plan, master plans, and small area plans are all guides for future decisions: spending (including the City's annual budgets and bonds) or regulations (including decisions on rezoning requests). These plans work together by providing decision-makers (City Council, but also boards and commissions, City staff, and the public) with coordinated but different perspectives.



Image Placeholder



Image Placeholder



the vision statement. Imagine Austin is not a plan that supersedes previous plans, but acts as a chaperon to the future projected growth of Austin over the next 30 years. During this growth period, inconsistencies between Imagine Austin and other plans may be discovered. Changes to the master plans will be addressed through a public amendment process by the City Council. Changes to the small area plans (e.g., Neighborhood Plans) will continue to include public input from affected parties and will follow the adopted neighborhood plan amendment process. Changes to Imagine Austin should be addressed through the annual review.

As the City of Austin develops new master and small area plans, Imagine Austin will serve as a guide to policy direction. In areas not covered by small area plans, Imagine Austin will serve as an instrument for developing plans and providing planning parameters. As with the Imagine Austin planning process, public involvement will be included that could potentially generate ideas and themes for these plans.

REGULATIONS AND ZONING

The Austin City Charter requires all land development regulations be consistent with the comprehensive plan. To assess the level of consistency, the City of Austin will need to review and analyze these regulations for changes needed to support plan policies and actions called for by priority programs. This "code diagnosis" will identify those sections of existing regulations that need to be changed and will provide the direction for preparation of proposed code amendments or revisions. In addition, the City may consider regulatory changes as part of Imagine Austin's Annual Report and periodic Appraisal and Evaluation.

Zoning decisions will be guided by all of Imagine Austin's elements—vision statement, principles, growth concept map, actions, priority programs, and attached small area plans. Where a small area plan exists, recommendations should be consistent with the text of the plan and its Future Land Use Map or equivalent map (if one exists). Where no small area plan exists, Imagine Austin should be used as a guide for zoning decisions. In such instances, rezoning requests should be reviewed against relevant sections of the comprehensive plan.

SPENDING

Imagine Austin will also help direct how the City spends money. This spending typically takes the form of capital improvements and the annual operating budget. The comprehensive plan will influence both types of expenditures. Imagine Austin builds on existing operations, to better coordinate the City's many missions. However, it does not address all City operations and should not be taken as a guide to budgeting, particularly related to dedicated funding sources, funding for essential needs such as emergency medical, police, and fire services, and funding for existing infrastructure repairs and improvements.

Imagine Austin also provides context for seeking outside sources of funding, such as federal or state grants.

ANNEXATION

Annexation is an important tool to guide growth and development and is the only way to expand municipal boundaries. The City of Austin uses annexation to apply zoning and development regulations, to protect and expand the tax base, to more efficiently deliver municipal services such as public safety and utilities, and to provide these services to developing areas. To be consistent with Imagine Austin, provide efficient, equitable, and environmentally sensitive utility services, and coordinate the extension of municipal services, the City of Austin should continue to maintain its annexation program. This program should be based on the following policies:

- Annex areas that can be the most economically served with existing and proposed infrastructure and services.
- Annex areas that will be provided with municipal services and utilities through coordinated municipal utility and service extension plans and the capital improvements program.
- Continue to annex major industrial and commercial areas on the periphery of the city.
- Use limited purpose annexation in cooperation with landowners to expand environmental, land use, and development regulations on land currently in the extraterritorial jurisdiction.
- Consider annexing areas served by aging or substandard septic systems where water quality degradation is probable or citizens have submitted petitions for annexation.
- Annex residential areas to broadly distribute the cost of services.
- Provide City consent to independent utility or improvement districts only where the City is the water and wastewater utility provider. The districts must promote sustainable development in accordance with the growth concept map. Proposed districts must be financially viable, located entirely within Austin's extraterritorial jurisdiction, and provide extraordinary public benefits.

PARTNERSHIPS

The City of Austin cannot implement Imagine Austin by itself. It will need to enter into partnerships with public, private, and non-profit organizations and develop coalitions with our regional neighbors to address mutual concerns. The City of Austin currently has relationships with a number of surrounding local governments and agencies such as Travis County, the Capital Metropolitan Transportation Agency, and Central Health. To implement Imagine Austin these relationships may need to be strengthened and those with other organizations such as area school districts, colleges, and universities made more firm. For example, to achieve the desired land use patterns, transportation improvements, environmental protections, and service coordination within Austin's extraterritorial jurisdiction, coordination with Travis County is essential.

New and existing partnerships, particularly with non-profit organizations, may require capacity building through grants or other direct assistance to develop training, leadership, programs, and revenue generation and community engagement strategies. Such assistance can leverage the resources of partner organizations to implement some actions while freeing up resources to implement others. Cooperation also increases government efficiency and reduces costs through resource sharing, increased coordination, and consolidation of duplicative services.

Central Texas is becoming an increasingly interdependent region with natural systems and urban environments crossing political boundaries. If we are to address the region's collective concerns and realize Imagine Austin's vision we must collaborate with surrounding municipalities and counties. Within our city limits we can encourage sustainable growth patterns, but scattered, low-density development outside the city can undercut those efforts. The City of Austin's best efforts to protect the Edwards Aquifer will suffer without a regional commitment to similar targets. Collaboration and shared goals improve the region's quality of life and competitiveness, for example, by providing seamless transportation and open space connections.

DOCUMENTING PROGRESS: PLAN MONITORING AND REVIEW

Regular evaluation and monitoring of the Imagine Austin Comprehensive Plan is a key component of the implementation strategy. If the plan is to remain useful and effective over time, the City must establish a method to measure the successes and challenges in achieving its vision, goals, and implementation strategies. Ongoing monitoring will inform the City Council, Planning Commission, City of Austin administration and departments, partner organizations, and the public about the plan's effectiveness, identify those aspects of implementation that are working well and those needing improvement, and keep the plan current as circumstances change and new information becomes available. The monitoring process provides a way to measure progress and get feedback from policy makers and the public to determine if the implementation program is working to achieve the Imagine Austin vision. Plan monitoring includes two primary components: annual program monitoring of recommended initiatives, programs, or regulatory changes; and longer term performance monitoring using indicators to measure whether the recommended actions are achieving desired results. These components will be documented using the two monitoring and review mechanisms identified in the Austin City Charter—the Annual Report (program monitoring) and the periodic (i.e., five-year) Evaluation and Appraisal Report (performance monitoring).

ANNUAL REPORT (PROGRAM MONITORING)

The Annual Report assesses the City's progress in accomplishing the priority programs identified in the Imagine Austin implementation plan. The report will include:

- Projects and policies (including capital improvements) implemented and the alignment of those projects and policies with the goals of the plan
- An annotated matrix indicating the implementation status and benchmarks of each priority program
- The work program for the coming year
- Suggestions for updates to the comprehensive plan needed to respond to new issues and changing conditions, for consideration by City Council.

The Annual Report will be submitted by the Planning Commission to the Mayor and City Council at the end of each fiscal year.

FIVE-YEAR EVALUATION AND APPRAISAL REPORT (PERFORMANCE MONITORING)

Performance monitoring provides an assessment of whether actions that have been implemented in previous years are achieving the desired results as measured through complete communities indicators, examples of which are provided below. Once a specific action has been implemented, as documented in the Annual Report, performance monitoring will assess whether that action is having positive results. For example, if an ac-

tion item to introduce new tools and strategies to promote affordable housing is implemented, performance monitoring will document measurable targets such as an increase in the number of affordable units built in a given timeframe.

Performance monitoring will be documented every five years in the Evaluation and Appraisal Report. This means that at least once every five years, the annual report will provide an assessment of the overall progress of the plan, including a description of what significant changes have occurred since plan adoption (or previous assessment or update) and use of the performance indicators to measure whether or not the outcomes desired by the community are being met. Depending on progress made and new issues that emerged over the previous five years, the Evaluation and Appraisal Report will allow for minor amendments and modifications based on changing local, regional, state, and national dynamics and trends, as well as the completion of highlighted programs. Major updates may also be required to re-assess the plan's goals, policies, and priorities, and should occur at least every 10 years. If the Evaluation and Appraisal Report finds that a major update is warranted, a new public participation plan should be prepared to ensure the plan update takes direction from the community. If an update to the plan is needed, proposed changes will be submitted to the Planning Commission within 18 months after the evaluation is approved by City Council.

COMPLETE COMMUNITIES INDICATORS

As indicated in the description of performance monitoring above, numeric indicators are used in plan implementation and monitoring to measure whether or not the goals and vision of the plan are being met. For example, available data on transit ridership, educational attainment, and the number of affordable housing units built can be tracked to monitor progress in achieving Imagine Austin goals related to mobility, education, and affordable housing. Therefore, collecting consistent and thorough data on a regular basis is important to measuring the plan's progress.

The following indicators for each of the Imagine Austin vision principles provide metrics for the City of Austin and its partners to measure success in achieving plan goals. All indicators were calculated for the planning area at the time of adoption to ensure consistency and comparability from year to year, even when City boundaries change and the extra-territorial jurisdiction expanded. Indicators highlighted in red will also be calculated for seven geographic subareas for comparison (see Figure 5.1 on page 207). Where appropriate, indicators tracking walkability should seek to approximate real-world conditions, such as access to the edge of parks, but to the center of retail areas with large amounts of parking. Indicators will be presented as numeric results. Indicator mapping may be integrated into a small area planning process.

As new data and measurement techniques become available or as circumstances change, existing indicators may be revised, removed, and new ones added.

Livable

- Households with children (tracked geographically)
- Residential density (people per square mile)
- Median housing values (dollars, by zip code)
- Median rent (dollars, by zip code)
- Cost burdened households (housing, transportation, and utilities)
- Residents who are overweight/obese (percent)
- Community gardens/plots/local farms (count and acreage)
- Citywide crime rates
- Perception of Safety (community survey)
- Homeless count (annual point in time estimate)
- Number of farmers markets, farm stands, and mobile healthy food carts
- Households within ½ mile distance of full-service supermarket/grocery store (percent)

Natural and Sustainable

- Developed land (square miles)
- Mixed-use development (percent)
- Impervious cover (percent), per capita and total
- Parks and open space (acres or acres per capita)
- Water consumption (total water use and per capita residential)
- Water quality
- Air quality (Nitrogen oxides and volatile organic compounds)
- Greenhouse gas emissions (by sector)
- Energy generation, percent of renewables
- Development within the Edwards Aquifer recharge and contributing zones (square miles)
- Development within the 100-year floodplain (square miles)
- Households within ½ mile distance of park or accessible open space (percent)

Creative

- Dedicated municipal funding for arts (dollars per capita)
- Private funding for arts (dollars per capita)
- Arts programs in schools and neighborhood recreation centers
- Attendance at arts/cultural events
- Money brought into economy from arts/cultural events
- Live music venues
- Households within ½ distance of art/cultural venue (percent)

Educated

- School attendance rates
- High-school graduation rate (percent, by geography)
- Residents with undergraduate and graduate degrees (percent)
- Standardized test scores
- Enrollment in certification, continuing education, and lifelong learning programs
- Households within ½ mile of library or community center
- Households within ½ mile distance of a school, public and/or private (percent)

Mobile and Interconnected

- Transit ridership (percentage of trips)
- Vehicle miles traveled (total and per capita)
- Average transit headways (minutes)
- Bicycle miles traveled (total and per capita)
- Sidewalks (linear miles and percent of street frontages with sidewalks)
- Bicycle lanes (linear miles)
- Households within ¼ mile of an urban trail (percent)
- Households within ¼ and ½ mile distance of transit and high capacity transit (percent)
- Employees within ¼ and ½ mile of transit and high capacity transit

Prosperous

- Employment density (jobs per square mile)
- Economic output (dollars)
- Job/housing balance (ratio of jobs to people)
- Employment rate (percent)
- Tax revenue (dollars)
- New businesses started per capita (dbas filed per capita)
- Households within ½ mile distance of retail and mixed-use centers (percent)

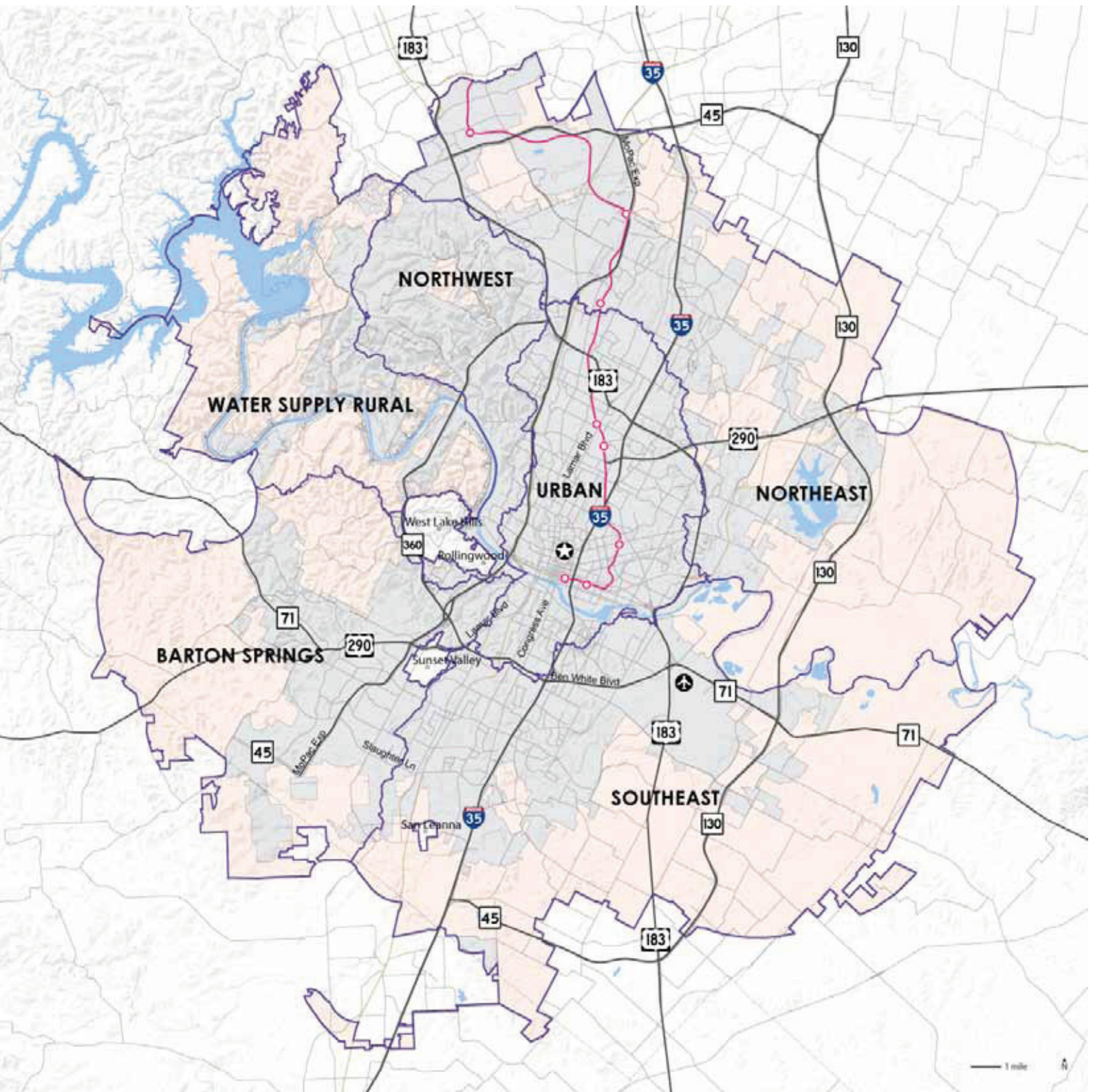
A Community that Values and Respects People

- Public safety response times (minutes)
- Voting rates (tracked geographically)
- Proportionality of arrest demographics (yes/no)
- Households within ½ mile distance of medical services (percent)

ACTION MATRIX

The table that follows lists each building block action. The actions are initiatives, programs, capital improvements, or regulatory changes needed to implement the policies and growth concept map. The actions also convey additional detail for implementing the priority programs; connections between actions and programs are identified.

Figure 5.1 Geographic SubAreas



Land Use and Transportation / Building Block 1			
Label	Actions	Action Type	Priority Program(s)
LUT A1	Give priority to City of Austin investments to support mixed use, transit, and the creation of compact walkable, and bikeable places.	CIP	<ul style="list-style-type: none"> • Invest in a compact and connected Austin • Create a "Healthy Austin" program
LUT A2	Promote diverse infill housing such as small-scale apartments, smaller-lot single-family houses, town and row houses, and garage apartments that complement and enhance the character of existing neighborhoods.	Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain household affordability throughout Austin.
LUT A3	Establish land use and street design regulations to create sustainable neighborhoods that are child-friendly; support walking and bicycling, are in proximity to daily needs, provide a range of housing-type options such as duplexes, townhouses, row houses, small-scale apartments, and houses on smaller lots to meet the needs of people of different means and at different stages of their lives.	Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain household affordability throughout Austin. • Create a "Healthy Austin" program.
LUT A4	Use incentives and regulations to direct growth to areas consistent with the growth concept map that have existing infrastructure capacity including roads, water, wastewater, drainage and schools.	Policy	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A5	<p>Create a regulatory environment to promote the redevelopment of brownfields and greyfields into compact, walkable places by:</p> <ul style="list-style-type: none"> • Increasing development rights through changes in regulations, density bonuses, and other incentives; • Revising parking requirements that result in more permeable area and promote walking, biking, and transit; • Providing assistance in securing funding for redevelopment; • Ensuring appropriate transitions to less intensive residential areas; • Expediting the permitting and approval process; • Utilizing Low Impact Development practices to mitigate impacts associated with increases in impervious cover or constrained stormwater infrastructure that may impede redevelopment. 	Regulation, CIP	<ul style="list-style-type: none"> • Invest in a compact and connected Austin • Change Austin's development regulations and processes to promote a compact and connected city.

Land Use and Transportation / Building Block 1			
Label	Actions	Action Type	Priority Program(s)
LUT A6	Create a regional planning initiative to encourage local governments in Central Texas to promote a mix of housing and land uses for diverse populations and income groups, located near work, shopping, and services.	Coordination	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain household affordability throughout Austin.
LUT A7	Implement a transfer of development rights program to transfer development rights from environmentally sensitive areas to areas identified on the growth concept map for new development or redevelopment.	Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources
LUT A8	Adopt policies and establish a regulatory environment that promotes the development of compact, mixed-use places that provide great public spaces accessible to people of all ages and abilities.	Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A9	Coordinate with local school districts in the planning and siting of schools and other educational facilities to encourage sustainable designs and promote the creation of complete communities.	Coordination	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A10	Locate new industrial development; logistics, warehousing, and distribution; and other comparable businesses in areas with adequate utility and transportation infrastructure and in areas that reduce the harmful effects on neighborhoods and the environment.	Policy, Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A11	Develop land use and transportation policies and regulations that promote the development of projects that promote more active and healthy lifestyles such as community gardens, tree-shaded sidewalks and trails, bicycle parking, showers within office buildings, and having daily needs within proximity to home and work.	Policy, Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Create a "Healthy Austin" program.
LUT A12	Create an integrated transportation plan that encompasses driving, transit, bicycling, walking, and roadway and rail freight.	Policy	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
LUT A13	Create a system of high-capacity transit including elements such as urban rail and bus rapid transit corresponding to land use mix and intensity.	CIP, Policy	<ul style="list-style-type: none"> • Invest in a compact and connected Austin

Land Use and Transportation / Building Block 1			
Label	Actions	Action Type	Priority Program(s)
LUT A14	<p>Increase public transit ridership.</p> <ul style="list-style-type: none"> • expand service to compact centers and activity corridors • increase the number of people who use transit by choice • create inviting public spaces at stops and transfer centers • provide real-time schedule information • add more covered bus shelters • make stops more convenient • add park and ride facilities • make routes more convenient and the system more intuitive • create street design standards (bus turnouts, sidewalk width, benches, shelter) • give transit priority (queue jumpers, signal priority, managed lanes, and dedicated lanes) • launch an informative and enticing public relations campaign • implement first and last mile solutions such as carpooling, vanpools and bicycle and car sharing • add more bicycle carrying capacity to buses and trains 	Program, CIP, Coordination	<ul style="list-style-type: none"> • Invest in a compact and connected Austin • Create a "Healthy Austin" program
LUT A15	Ensure that the construction, operation, and management of rail, bus rapid transit, local bus systems, and future public transportation are integrated and coordinated across City Departments and with our partners such as other local governments, agencies and districts.	Coordination	
LUT A16	Enhance crosstown transit options to better connect people to the places where they live, work, play, shop, and access services.	Coordination, CIP	<ul style="list-style-type: none"> • Invest in a compact and connected Austin.
LUT A17	Create an efficient and connected transportation system that allows people with disabilities and special needs to easily access their daily needs from where they live and work.	Regulation, Coordination	<ul style="list-style-type: none"> • Invest in a compact and connected Austin. • Create a "Healthy Austin" program.
LUT A18	Develop a program and funding source to retrofit existing, incomplete roadways into complete streets.	CIP, Program	<ul style="list-style-type: none"> • Invest in a compact and connected Austin. • Create a "Healthy Austin" program.

Land Use and Transportation / Building Block 1			
Label	Actions	Action Type	Priority Program(s)
LUT A19	<p>Develop complete streets design guidelines for all new road construction and reconstruction:</p> <ul style="list-style-type: none"> - Pedestrian and bicycle facilities and amenities. - Green street techniques - Green Street Techniques/Green Infrastructure Best Management Practices - Interconnected, navigable, grid-like streets and blocks - Flexibility in design and regulations - Create pedestrian-activated cross walks at mid block intersections on arterials to improve pedestrian safety - Traffic calming measures - Transit accommodations - Use of native landscaping 	Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
LUT A20	Develop roadway and rights-of-way design standards that accommodate the needs of street trees and above and below ground utilities and infrastructure.	Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
LUT A21	Create a network of on and off-street physically separated bicycle and walking routes or trails linking all parts of Austin and the region.	CIP	<ul style="list-style-type: none"> • Invest in a compact and connected Austin • Create a "Healthy Austin" program.
LUT A22	Expand the Safe Routes to School programs.	Coordination, CIP, Program	<ul style="list-style-type: none"> • Invest in a compact and connected Austin • Create a "Healthy Austin" program.
LUT A23	Develop standards to connect all new neighborhoods to adjacent neighborhoods and commercial areas by streets, sidewalks, and bicycle lanes and/or paths.	Regulation	<ul style="list-style-type: none"> • Invest in a compact and connected Austin • Create a "Healthy Austin" program.
LUT A24	Encourage the relocation of the Missouri-Pacific Railroad freight line from its current alignment through the middle of Austin.	CIP, Coordination	<ul style="list-style-type: none"> • Invest in a compact and connected Austin.
LUT A25	Create a transportation and congestion management plan and program to improve the flow of traffic in and out of the Central Business District during the morning and evening rush hours through coordination with the Downtown public and private sector stakeholders.	Coordination, Program	<ul style="list-style-type: none"> • Invest in a compact and connected Austin.
LUT A26	Set targets for vehicle miles traveled per capita, and incorporate those targets into traffic impact studies for new development.	Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.

Land Use and Transportation / Building Block 1			
Label	Actions	Action Type	Priority Program(s)
LUT A27	Promote increased bicycling and walking through traffic enforcement, program evaluation, and developing and integrating Web-based tools, mobile applications and other educational materials.	Analysis, Program	<ul style="list-style-type: none"> Invest in a compact and connected Austin.
LUT A28	Create design standards for public spaces such as parks, plazas, sidewalks and trails that responds to the unique setting in which they are located.	Regulation, Policy	<ul style="list-style-type: none"> Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A29	Engage the local creative community to create more robust public art for Austin's public gathering places such as plazas, parks, trails, roadways, transit stops, and sidewalks.	Program	<ul style="list-style-type: none"> Grow and invest in Austin's creative economy.
LUT A30	Create a regulatory environment to allow flexibility in how buildings are used in compact centers and along commercial corridors—particularly the first floor—by simplifying the process to adapt from one use to another, such as residential to commercial or vice versa.	Regulation	<ul style="list-style-type: none"> Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A31	Improve streetscapes and infrastructure along activity corridors and at activity centers through the use of financing mechanisms such as tax increment financing (TIF) districts and Public Improvement Districts (PID).	CIP, Program	<ul style="list-style-type: none"> Invest in a compact and connected Austin.
LUT A32	Develop standards for public spaces, such as parks, plazas and streets, to create integrated, tree-covered places.	Regulation, Policy	<ul style="list-style-type: none"> Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
LUT A33	<p>Develop dark sky regulations and standards to reduce nighttime light pollution to</p> <ul style="list-style-type: none"> - Allow people to see the stars - Reduce the adverse health effects of light pollution on humans - Reduce the effects of unnatural lighting on the environment and nocturnal animals - Conserve natural resources due lowered energy usage. 	Regulation	<ul style="list-style-type: none"> Create a "Healthy Austin" program.
LUT A34	Incentivize new and redevelopment to be sensitive to the Central Texas climate, culture, building traditions, and constructions materials.	Regulation	<ul style="list-style-type: none"> Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A35	Develop standards and expand incentives for green building and increased energy efficiency for new construction and remodels of older houses.	Regulation	<ul style="list-style-type: none"> Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A36	Incentivize appropriately-scaled and located green infrastructure and public spaces, such as parks, plazas, greenways, trails, urban agriculture and/or open space in new development and redevelopment projects.	Regulation	<ul style="list-style-type: none"> Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.

Land Use and Transportation / Building Block 1			
Label	Actions	Action Type	Priority Program(s)
LUT A37	Develop a regulatory framework to incentivize the use of Low Impact Development (LID) design features such as rainwater harvesting, increased permeable surfaces, rain gardens, green roofs, green streets, and natural-looking water quality features such as bioswales to manage stormwater.	Regulation	• Sustainably manage our water resources.
LUT A38	Review and change building and zoning codes and incorporate best practices to promote green building and sustainable development.	Analysis, Regulation	• Revise Austin's development regulations and processes to promote a compact and connected city.
LUT A39	Create regulations and incentives for developers and builders to use green development techniques for buildings, streets, and open spaces with a focus on conservation, longevity, and sustainability.	Regulation	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
LUT A40	Expand the number of parks and amount of open spaces of different sizes and purposes throughout the city.	CIP, Regulation	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
LUT A41	Promote Austin's and the surrounding area's green infrastructure by utilizing web-based tools such as maps and other resources.	Analysis, Coordination	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
LUT A42	<p>Create incentives and develop funding mechanisms and regulations to promote the rehabilitation, reuse, and maintenance of historically designated properties:</p> <ul style="list-style-type: none"> -Grants -Tax incentives -Flexible building requirements -Revolving loan sources -Fee waivers -Fast-track permitting 	Regulation & Incentives, Program	
LUT A43	Conduct ongoing updates to the historic and cultural resource survey and inventory to include iconic heritage trees, sites, structures, and districts.	Analysis	
LUT A44	Develop and implement straightforward and transparent preservation strategies, guidelines, and regulations for historic areas, sites and structures, and cultural resources that preserves Austin's heritage, while being respectful of the local character, community values, and of the desires of property owners.	Program	
LUT A45	<p>Develop a program that acknowledges and rewards notable contemporary and historic architecture, landscape architecture, and urban design:</p> <ul style="list-style-type: none"> - create an annual award for excellence in design - sponsor a design studio - develop a mapping and wayfinding system 	Program	• Grow and invest in Austin's creative economy.

Housing and Neighborhoods / Building Block 2			
Label	Action Idea	Action Type	
HN A1	Establish regulations and programs to promote the development of a variety of market rate and affordable housing types within compact, activity centers and corridors served by transit.	Regulation, Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Revise Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain household affordability throughout Austin.
HN A2	Develop incentives and policies to encourage more families with children to live in Austin's established neighborhoods by increasing the supply and variety of housing.	Regulation, Policy	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain household affordability throughout Austin.
HN A3	Produce regulations and enhance programs to promote affordable housing throughout Austin by: <ul style="list-style-type: none"> - Utilizing publicly-owned land for the development of affordable housing - Preserving existing affordable housing - Allowing for diverse housing types throughout Austin - Balancing homeownership and rental opportunities - Providing assistance in securing funding for affordable housing - Examine regulations and policies that adversely affect affordable housing and consider approaches to minimize cost impacts for units attainable for families at significantly less than market values - Land banking - Encouraging the expansion of community development corporations 	Regulation, Program, CIP	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Revise Austin's development regulations and processes to promote a compact and connected city.. • Develop and maintain household affordability throughout Austin.
HN A4	Provide incentives, educational materials, and develop new funding sources for the rehabilitation and repair of affordable housing, including: <ul style="list-style-type: none"> - Tax rebates - Flexible development regulations - Fees-in-lieu of providing affordable housing - Bond elections 	CIP, Regulation	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Develop and maintain household affordability throughout Austin.
HN A5	Incentivize and subsidize the construction of infrastructure for projects providing affordable housing.	CIP	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Develop and maintain household affordability throughout Austin.

Housing and Neighborhoods / Building Block 2			
Label	Actions	Action Type	Priority Program(s)
HN A6	Provide greater consideration for the awarding of incentives to businesses, organizations, and developments that provide housing and employment opportunities for economically disadvantaged individuals.	CIP, Coordination	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Develop and maintain household affordability throughout Austin.
HN A7	Advocate changes to State of Texas legislation to support the development of affordable housing (i.e., repeal of the ban on inclusionary zoning).	Policy, Coordination	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Develop and maintain household affordability throughout Austin.
HN A8	Expand home-buyer assistance programs so that lower income households can purchase houses to increase homeownership levels in Austin.	CIP, Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Develop and maintain household affordability throughout Austin.
HN A9	Expand existing and develop new programs, and coordinate with other organizations to retain long-time residents of neighborhoods experiencing rapidly increasing property values and an influx of wealthier new residents.	Policy, Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Develop household affordability throughout Austin.
HN A10	Create incentives and form partnerships with large employers to develop workforce housing.	Program, Coordination	<ul style="list-style-type: none"> • Develop household affordability throughout Austin. • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
HN A11	Establish a regulatory framework to promote and assist housing development that involves adaptive re-use of existing buildings.	Regulation	
HN A12	Develop a program to expand opportunities for homebuyers to incorporate the cost of energy-efficient improvements into their mortgages or into the refinancing of existing mortgages.	Policy, Coordination	
HN A13	Expand informational programs that educate homeowners and builders about sustainable building practices.	Program	
HN A14	Create a more robust code enforcement program to improve the quality of housing.	Program	
HN A15	Develop a regulatory framework to incentivize the use of sustainable and cost effective design features such as rainwater harvesting, xeriscape features, rain gardens, green roofs, greywater irrigation, solar power, and energy efficient utilities.	Regulation	<ul style="list-style-type: none"> • Sustainably manage our water resources.
HN A16	Engage the local architect and design community in creating a variety of housing types to meet the housing needs of all types of households (e.g., singles, empty nester, families with children and people with disabilities).	Coordination	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy.

Housing and Neighborhoods / Building Block 2			
Label	Actions	Action Type	Priority Program(s)
HN A17	Develop regulations and standards that promote innovative and diverse residential architecture that is sensitive to the surrounding neighborhood.	Regulation	
HN A18	Work with employers to locate their place of business along activity centers and corridors in proximity to residential areas that could provide housing for their employees.	Coordination	• Develop and maintain household affordability throughout Austin.
HN A19	Ensure harmonious and compatible transitions between neighborhoods and adjacent commercial, mixed-use, and denser housing by regulating setbacks, building mass and height, and other design elements and uses.	Regulation	• Revise Austin's development regulations and processes to promote a compact and connected city.
HN A20	Develop and implement strategies that address spillover parking from commercial districts into adjacent residential areas that include increased public transportation, better pedestrian and bicycling amenities, improved signs and parking management.	Regulation	• Revise Austin's development regulations and processes to promote a compact and connected city
HN A21	Align future development with the growth concept map through adoption of small-area plans (e.g., neighborhood, corridor, and station area plans) that contain provisions set forth in Imagine Austin, including: <ul style="list-style-type: none"> - Areas experiencing change - Infill Development - Activity centers and corridors - Increased density - Open space and open space connectivity - Historic preservation - Neighborhood preservation - Transitioning between land uses - A variety of housing types - Affordable housing - Brownfield and greyfield redevelopment - Public Transportation 	Policy	
HN A22	Ensure outreach efforts for the ongoing comprehensive planning program as well as small-area plans are directed toward attracting a diversity of stakeholders including under-represented demographic and socio-economic groups.	Policy	

Housing and Neighborhoods / Building Block 2			
Label	Actions	Action Type	Priority Program(s)
HN A23	Coordinate with public and private sector organizations in Austin, such as school districts, non-profit organizations, and other agencies to address efforts related to health and human services, housing, economic development, sustainable development, and planning.	Coordination	<ul style="list-style-type: none"> • Develop and maintain household affordability throughout Austin. • Create a "Healthy Austin" program. • Sustainably manage our water resources. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
HN A24	<p>Establish a regulatory environment that creates communities across Austin that:</p> <ul style="list-style-type: none"> -support walking, bicycling, and transit -live/work spaces -are in proximity to daily needs - include a variety of employment opportunities -provide a range of housing (duplexes, townhouses, row houses, small-scale apartments, etc.) integrating market-rate and affordable housing for people of all ages, abilities, and means -utilize sustainable building practices -are stable with low crime and safe buildings -provides a range of facilities and services such as schools, parks, community gardens, and other public gathering spaces 	Regulation, Coordination	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Revise Austin's development regulations and processes to promote a compact and connected city. • Create a "Healthy Austin" program.
Economy / Building Block 3			
Label	Actions	Action Type	Priority Program(s)
E A1	Maintain partnerships between local chambers of commerce, business associations, and regional and state economic agencies to develop and improve programs to recruit and retain businesses to Austin.	Coordination	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy.
E A2	Establish strategic incentives and investments tailored to targeted industries and business districts throughout Austin such as downtown, industrial areas, roadway corridors, neighborhood-oriented and -scaled districts, transit-oriented districts (TOD), etc.	Policy, CIP	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy.

Economy / Building Block 3			
Label	Actions	Action Type	Priority Program(s)
E A3	<p>Create a regulatory framework to foster a business-friendly environment by:</p> <ul style="list-style-type: none"> - Identifying regulatory impacts on investment, business development, and retention (zoning, permitting and licensing requirements, tax requirements, etc.); - Assigning city staff devoted to helping businesses navigate the system and with trouble shooting; - Creating development incentives (including tax incentives), density and floor-to-area ratio (FAR) bonuses, reduced and alternative parking requirements, expedited review, etc.; - Simplifying and clarifying the development review process, including one-stop shop review, enforced timelines, and set targets for responsiveness and accountability; - Allowing more by-right development; - Making development regulations more flexible, while defining the extent of flexibility and maintaining safety and code integrity; - Creating a program to assist businesses that are affected by road construction or infrastructure improvements; - Creating a rehabilitation building code to make adaptive reuse efficient and affordable. 	Regulation, Program	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Revise Austin's development regulations and processes to promote a compact and connected city. • Grow and invest in Austin's creative economy.
E A4	Establish and continually monitor a set of measures to gauge the effectiveness of economic development initiatives.	Analysis	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy.
E A5	Improve Austin's transportation and economic connections between other major cities in Texas by supporting the construction of a high speed rail network.	Coordination	<ul style="list-style-type: none"> • Invest in a compact and connected Austin. • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
E A6	Increase international air service to Austin-Bergstrom International Airport to improve business and tourism opportunities.	Policy, CIP	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy.
E A7	Facilitate international trade that benefits diverse sectors of the Austin economy.	Policy, Coordination	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.

Economy / Building Block 3			
Label	Actions	Action Type	Priority Program(s)
E A8	Expand the online availability of business development resources, such as best practices, for small businesses.	Coordination	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy
E A9	<p>Establish and expand policies, programs, and partnerships to support the development of creative industries, including film, music, gaming, etc., in Austin. These could include:</p> <ul style="list-style-type: none"> - Incubator programs; - Business accelerators; - Promotional programs; - Live-work opportunities; - Financial assistance; - Implementation of the Create Austin Cultural Master Plan; - Technical assistance and professional development opportunities; - Workshops. 	Policy, Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
E A10	Partner with the Austin Convention and Visitors Bureau to develop a marketing strategy to promote tourism that builds upon Austin and Central Texas' unique natural environment, outdoor lifestyles, live music, performing arts, culture, diversity, and history.	Program, Coordination	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy
E A11	Partner with business, property, and arts organizations to enhance downtown Austin's position as a nationally- and internationally-renowned business, entertainment center, and regional destination.	Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
E A12	Preserve and promote iconic and unique Austin facilities and events that attract tourists, convention business, corporate relocations, and the recruitment of skilled workers.	Program	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy

Economy / Building Block 3			
Label	Actions	Action Type	Priority Program(s)
E A13	<p>Work with local school districts, the University of Texas, Austin Community College, other area institutions of higher learning, major employers, and elected officials to:</p> <ul style="list-style-type: none"> - Identify gaps in educational programs; - Identify the skills needed for current, emerging, and targeted job sectors; - Educate students at all levels about the skills needed to compete in a 21st Century economy. 	Coordination	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
E A14	Work with local colleges and universities to expand their medical education offerings and increase the availability of medical residency programs.	Coordination	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
E A15	Develop economic development programs and incentives to promote the employment of historically under-employed segments of the population.	Program	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy.
E A16	<p>Create a regional economic development task force, led by the Greater Austin Chamber of Commerce, that includes the City of Austin, nearby municipalities and surrounding counties; the University of Texas, Austin Community College and other area institutions of higher learning; area transportation providers such the Capital Area Metropolitan Planning Agency, Texas Department of Transportation, Central Texas Regional Mobility Authority, and Capital Metropolitan Transportation Agency; major employers and representatives from major industries; and other regional partners to develop a strategic direction for the Austin region by:</p> <ul style="list-style-type: none"> • Developing a shared direction for the region; • Sharing information between the public and private sectors; • Establishing collaborative communication links among regional planning efforts; • Analyzing the impacts of publically-owned land; • Collaborating and co-locating institutional uses; • Attracting and supporting target industries; • Coordinating transportation planning efforts; • Assisting with grant research and writing. 	Coordination	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.

Economy / Building Block 3			
Label	Actions	Action Type	Priority Program(s)
E A17	Establish more formal relationships between the cities in the Texas Triangle (Dallas-Fort Worth, Houston, and San Antonio) to address issues regarding the larger region, including intraregional trade policies, the development of an inland port, and the employment of the region's diverse population.	Coordination	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
E A18	<p>Partner with the Austin business community to develop policies, regulations, and programs to foster the development and success of local businesses by:</p> <ul style="list-style-type: none"> - Creating an inventory of locally-owned businesses, including creative industries; - Developing a mentor program for locally-owned businesses; - Promoting the formation of worker-owned and community-owned businesses (co-ops) that sell local products; - Creating an Austin Craftsmen's Guild to showcase products created by Austin residents; - Providing tax incentives for locally-owned businesses; - Creating a directory of locally-produced products; - Simplifying the process to have local businesses provide additional services (e.g. host bands for SXSW); - Supporting businesses at each stage of the business life cycle; - Enhancing and expanding small business development services to grow market share of small, local businesses; - Expanding economic opportunities and measurable results for Minority- and Women-Owned Business Enterprise (MBE / WBE) firms. 	Coordination	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy.
E A19	Create a public-private task force between the State of Texas, the City of Austin, Travis County, local universities, the Chamber of Commerce, and local industries to invest in research and development and green tech, biotech, high tech, and other emerging technologies.	Coordination	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
E A20	Improve government efficiency through technology (software and hardware) investments and by developing and retaining information technology staff.	Program	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
E A21	Establish strategies, incentives, or investments in healthful outdoor activities and venues that generate economic benefits to local businesses while promoting wellness.	Program	<ul style="list-style-type: none"> • Create a "Healthy Austin" program

Conservation and Environment / Building Block 4			
Label	Actions	Action Type	Priority Program(s)
CE A1	Implement the City of Austin Climate Protection Plan.	Policy, Program	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CE A2	Create a system for identifying, defining, and mapping environmentally sensitive areas for their protection.	Analysis	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CE A3	Preserve & protect environmentally sensitive areas using a variety of tools including transferable development rights as well as policies and regulations that incentivize greyfield/redevelopment/infill.	Policy, Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources
CE A4	Improve policies and incentives for restoration of damaged natural resources areas.	Policy, Regulation	
CE A5	Collaborate regionally to align conservation and sustainable development regulations and policies to protect environmentally sensitive areas that cross political boundaries.	Coordination, Regulation, Policy	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CE A6	Encourage designs and building practices that reduce the environmental impact of development and that result in accessible green space.	Policy, Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CE A7	Establish a comprehensive, predictable, consistent, and efficient process to evaluate the environmental effects of new development.	Program, Analysis	<ul style="list-style-type: none"> • Sustainably manage our water resources.
CE A8	Develop an educational and awards program to showcase best practices in sustainable and low-impact development and achievements or innovations in waste reduction, recycling, and sustainable food practices.	Program	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CE A9	Create print and online educational materials to expand public awareness of the benefits of environmental protection, simple steps to improve protection, and common threats to avoid.	Program	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.

Conservation and Environment / Building Block 4			
Label	Actions	Action Type	Priority Program(s)
CE A10		Analysis, Regulation, Incentives	
CE A11	Identify existing areas with limited access to parks, open space, and trails and create mechanisms to address these gaps.	Analysis, Program	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE A12	Develop regulations and incentives to protect prime farmland such as transferable development rights, farmland trusts, farmland mitigation, and conservation easements.	Program	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE A13	Support local farmers by creating incentives and removing regulatory barriers, offering tailored small business support, and creating public information campaigns to promote local food.	Analysis, Regulation, Program	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
CE A14	Expand existing and facilitate the establishment of new distribution avenues for local farm products.	Program, Co-ordination	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
CE A15	Identify and map food deserts and provide incentives for full service grocery stores and farmers markets to locate in these underserved areas.	Analysis, Regulation	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
CE A16	<p>Expand the City of Austin's acquisition of environmentally significant land, conservation easements, and/or development rights for the protection of sensitive areas, including:</p> <ul style="list-style-type: none"> - floodplains - riparian areas - wetlands - prairies - land that supports recharge of the Edwards Aquifer - wildlife habitat and corridors - bottomland forests and priority woodlands - critical environmental features - agricultural land 	Program, CIP	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources
CE A17	Develop and implement unified, comprehensive land management of all City of Austin lands for integrated environmental sustainability, including carbon sequestration, wildlife habitat, water quality and quantity and education.	Program	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.

Conservation and Environment / Building Block 4			
Label	Actions	Action Type	Priority Program(s)
CE A18	Continue to develop and strengthen partnerships with universities and local schools to integrate educational programs with conservation and sustainability policies and projects.	Coordination	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CE A19	Create a regional task force to address inter-jurisdictional environmental sustainability issues.	Coordination	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CE A20	Review tree planting regulations to ensure that invasive species are not permitted. Create incentives to remove invasive plant species and replace them with native species.	Analysis, Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE A21	Create a heritage tree inventory and monitoring system to create stronger mechanisms for protecting heritage trees.	Analysis, Program	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE A22	Strengthen tree protection regulations.	Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE A23	Create an urban forest plan that identifies tree canopy goals, establishes a budget, and presents implementation measures.	Regulation, Program	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE A24	Strengthen regulations that protect creeks and floodplains from development by increasing buffer zones and reducing the amount and type of development allowed in these areas.	Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CE A25	Reduce pollution hotspots and prohibit high-emission uses (e.g. scrap yards, automotive repair, etc.) in floodplains and critical water quality zones.	Policy, Regulation	<ul style="list-style-type: none"> • Create a "Healthy Austin" program. • Sustainably manage our water resources.

City Facilities and Services / Building Block 5			
Label	Actions	Action Type	Priority Program(s)
CFS A1	Limit, buffer, or prohibit public access to certain environmentally sensitive areas to maintain their value (i.e. wildlife protection and erosion control).	Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CFS A2	Expand equitable access for adults, children, and their pets to active and passive parks throughout the city by carefully targeting new parks where most needed and developing public access agreements with non-City-owned parks and open space. For guidance, see the Parks Service Area Analysis map (Figure 4.11, page 150).	Coordination	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS A3	Establish pocket parks, smaller undeveloped preserves, and passive recreational spaces in areas with little open space.	CIP	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS A4	<p>Explore additional funding sources primarily for the maintenance of parks as well as for the design and construction, including:</p> <ul style="list-style-type: none"> - user fees - rental fees - additional grant opportunities - additional levy - reinvestment of revenue generated in parks - through partnerships 	Analysis, CIP	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS A5	Ensure adequate funding for the maintenance of parks and trees on City of Austin property through Best Maintenance Practices.	CIP	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS A6	Expand partnerships between local organizations and the City of Austin to maintain and improve local parks and open spaces.	Coordination	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS A8	Revise tree planting and tree care standards to be more sustainable and reduce tree mortality.	Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.

City Facilities and Services / Building Block 5			
Label	Actions	Action Type	Priority Program(s)
CFS A7	Restore trees and vegetation along degraded waterways, especially in eastern watersheds.	CIP	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CFS A8	Create a trails master plan to ensure connectivity and provide consistency with regional, city and neighborhood-level trail and transportation goals to provide pedestrian and bicycle connections between neighborhoods and destinations; incorporate trails throughout the city and region; encourage developers to connect to or complete the trail system; and use protected land along creeks and floodplains in an environmentally sustainable way.	Policy	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program. • Invest in compact and connected city
CFS A9	Develop, through a process engaging the general public and professionals, context-sensitive trail, park, and greenway standards to ensure high-quality, environmentally-sustainable design.	Policy	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS A10	Develop multi-disciplinary, cross-jurisdictional planning teams for projects that involve major natural features, such as the Colorado River or Onion Creek Greenway.	Coordination	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CFS A11	Incorporate public art and interpretive signage into green spaces as an educational tool to demonstrate practices such as water conservation, recycling, and low-impact development.	Program	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CFS A12	Coordinate amongst City of Austin departments and other agencies to market recreational programs and health related awareness campaigns.	Coordination, Program	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
CFS A13	Coordinate amongst City of Austin departments and other agencies to market recreational programs and health related awareness campaigns.	Coordination, Program	
CFS A14	Coordinate performance measures across public safety agencies to better plan for additional facilities, units, and staffing and to provide better oversight and service to all parts of Austin as the city grows.	Program	
CFS A15	Develop and promote online and interactive mapping, analysis and notification tools to provide recent data related to public safety issues and natural disaster threats.	Analysis	

City Facilities and Services / Building Block 5			
Label	Actions	Action Type	Priority Program(s)
CFS A16	<p>Develop or enhance public safety educational programs in the community regarding topics such as:</p> <ul style="list-style-type: none"> - personal safety - drug use, especially among youth - fire dangers for property within or near the wildland interface - police and fire procedure awareness. 	Program	
CFS A17	Conduct and maintain a comprehensive existing Austin Fire Department and Austin-Travis County Emergency Management Services building condition report to assess the need for remodeling, expansion, replacement, or consolidation of facilities.	Analysis	
CFS A18	Ensure that land development policies, regulations and design standards take public safety issues like roadway connectivity, ingress/egress and street design into consideration.	Policy	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
CFS A19	<p>Develop an integrated emergency mitigation and response plan through coordination with our public and private sector regional partners:</p> <ul style="list-style-type: none"> -Surrounding municipalities and counties -School districts, colleges, and universities -Major employers -Hospitals -Regional agencies such as Capital Area Council of Governments (CAPCOG) and Capital Metropolitan Transportation Agency (Cap Metro) -State of Texas agencies and departments, including TxDOT. 	Coordination	
CFS A20	Improve communication between City of Austin departments, as well as other local governments and school districts, regarding future facility planning to ensure that opportunities for shared facilities are discussed at the earliest stage of the planning process.	Coordination	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
CFS A21	Continue expansion of public safety regional service delivery model. This may be accomplished through Interlocal Agreements with surrounding municipalities and agencies or a confederation or consolidation of public safety agency operations.	Coordination	

City Facilities and Services / Building Block 5			
Label	Actions	Action Type	Priority Program(s)
CFS A22	Create a more robust and flexible code enforcement program to improve the quality of housing.	Regulation	
CFS A23	<p>Develop design standards for public buildings and spaces that promote high-quality community focal points in the areas where they are located. These standards should address issues such as:</p> <ul style="list-style-type: none"> - re-use of existing structures - LEED certification, including water and energy efficiency - low impact development - resource recovery such as recycling, composting, and reuse - trees planting, preservation, and protection - green spaces - transit access - carshare/electric vehicle parking spaces - bikesharing and bicycle facilities and accommodations - safe, connected walkways - public spaces inside and outside of buildings - anchoring neighborhood niches -child-friendly play spaces -family-friendliness. 	Policy, Program	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
CFS A24	Ensure the City's bidding and design processes achieve superior design and promote quality construction of parks, buildings, and other City of Austin facilities.	Policy	
CFS A25	Cluster and, where appropriate, co-locate public facilities and programs to reduce costs.	Policy, CIP	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
CFS A26	Increase access to and awareness of City of Austin services and public spaces through new tools and technologies, including web-based services and self-service kiosks.	Program	

City Facilities and Services / Building Block 5			
Label	Actions	Action Type	Priority Program(s)
CFS A27	Create a world-class library system by expanding collections and public computer access and by upgrading and expanding library facilities by completing the new Central Library, building four regional Resource Branches in the four quadrants of Austin and retrofitting the Faulk Library as an expansion of the History Center.	CIP	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in its workforce, education systems, and entrepreneurs.
CFS A28	Seek opportunities to align water, energy, and waste conservation/reduction funding, education, and incentives.	Program	<ul style="list-style-type: none"> • Sustainably manage our water resources. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CFS A29	Provide tools, education, and assistance for utility users to better understand the environmental impacts of their water and energy use, and waste generation.	Program	<ul style="list-style-type: none"> • Sustainably manage our water resources.
CFS A30	<p>Implement the Zero Waste Strategic Plan and Solid Waste Services Master Plan to divert 90% of waste from landfills and incinerators by 2040, with particular attention to:</p> <ul style="list-style-type: none"> - expanding diversion opportunities such as recycling and composting for residents and businesses; - supporting resale, refurbishing, and reuse opportunities throughout Austin; - fostering public awareness of Zero Waste through education, recognition, and incentive programs; - assessing the current capacity of waste diversion facilities to coordinate with the growth concept map. 	Analysis	
CFS A31	Maintain a safe and reliable energy system and improve Austin's air quality and lower greenhouse gas emissions through continued review and adoption of alternative fuel sources and energy storage technologies.	Program, CIP	
CFS A32	Maintain Austin Energy's financial stability and affordable energy rates while encouraging conservation and funding increased energy efficiency and conservation incentives.	Regulation	
CFS A33	Maintain superior energy efficiency standards and requirements for new construction.	Regulation	

City Facilities and Services / Building Block 5			
Label	Actions	Action Type	Priority Program(s)
CFS A34	Align policies, incentives, regulations, service area extensions, and infrastructure to coordinate with the growth concept map, maintain Austin's livability and affordability, protect environmentally sensitive areas, and sustainably manage Austin's water resources. Include consideration of diverse water sources and conservation and efficiency measures when planning for future demand for potable water.	Analysis	<ul style="list-style-type: none"> • Invest in a compact and connected Austin. • Revise Austin's development regulations and processes to promote a compact and connected city. • Sustainably manage our water resources. • Develop and maintain household affordability throughout Austin.
CFS A35	Create a green infrastructure plan for public land or in public rights-of-way to preserve Austin's ecosystem, improve the water cycle, reduce the urban heat island effect, improve air quality, enrich public space, and provide for traffic calming. Examples include open space, trails, wetlands, community gardens green streets, infiltration facilities, and the urban forest.	Policy, CIP	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources. • Create a "Healthy Austin" program.
CFS A36	Incentivize and promote low-impact development designs and techniques on private land that preserve key environmental features, reduce runoff and the use of potable water for plantings and increase stormwater infiltration. Examples include rainwater harvesting, porous pavement, rain gardens, and green roofs.	Incentives	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CFS A37	Strengthen water conservation programs to lower water use using new tools, incentives, and regulations.	Regulation & incentives	<ul style="list-style-type: none"> • Sustainably manage our water resources.
CFS A38	Develop incentives and coordinate regulations to promote innovative water and greywater re-use options for building and site design, landscape maintenance, and agricultural irrigation.	Regulation & incentives	<ul style="list-style-type: none"> • Sustainably manage our water resources.
CFS A39	Establish regulations, programs, and funding sources to allow offsite, including regional, stormwater detention and water quality controls to be used in concert with green infrastructure and low-impact development techniques in areas identified for compact, walkable development or redevelopment and identify opportunities for recreational uses and habitat creation or restoration.	Coordination	<ul style="list-style-type: none"> • Sustainably manage our water resources. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.

City Facilities and Services / Building Block 5			
Label	Actions	Action Type	Priority Program(s)
CFS A40	Study and implement, as appropriate, decentralized wastewater management tools that locate processing closer to the re-use site, such as package plants and satellite facilities, to reduce fixed infrastructure costs.	Analysis	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city.
CFS A41	Participate in national, state, and local efforts to identify, assess, and reduce emerging contaminants in water, such as pharmaceuticals and personal care products.	Program	<ul style="list-style-type: none"> • Sustainably manage our water resources.
CFS A42	Strengthen flood control, erosion, and water quality programs, incentives, regulations, and enforcement to incorporate best practices and meet or exceed national standards.	Program	<ul style="list-style-type: none"> • Sustainably manage our water resources.
CFS A43	Expand and strengthen water quality regulations to achieve non-degradation and protect recharge zones, floodplains, creeks and their headwaters, and other environmentally sensitive areas: <ul style="list-style-type: none"> - Increased buffers and setbacks - Restricted land uses with significant spill risks in sensitive environmental areas - Changes in allowed impervious cover. 	Regulation	<ul style="list-style-type: none"> • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Sustainably manage our water resources.
CFS A44	Collaborate with regional water providers to identify and reduce service overlaps and coordinate access to main water sources, including groundwater.	Coordination	<ul style="list-style-type: none"> • Sustainably manage our water resources.
Society / Building Block 6			
Label	Actions	Action Type	Priority Program(s)
S A1	Support wellness and prevention education in schools and the general public to reduce the burden on primary care.	Program, Coordination	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
S A2	Expand programs providing discounted transit fares for economically disadvantaged citizens, disabled individuals, and seniors.	Program	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
S A3	Collaborate with counties, the hospital district, and school districts to dedicate funding to mental health & substance abuse programming.	CIP, Coordination	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
S A4	Partner with healthcare providers to identify areas with limited access to adequate health services and develop regulations and policies to promote the clustering of medical facilities (i.e., clinics, and trauma and specialty care) in these areas.	Coordination, Program	<ul style="list-style-type: none"> • Create a "Healthy Austin" program. • Revise Austin's development regulations and processes to promote a compact and connected city.

Society / Building Block 6			
Label	Actions	Action Type	Priority Program(s)
S A5	<p>Increase public awareness of social services programs and healthcare options through the use of such devices as dedicated healthcare information lines, non-verbal flashcards, mobile preventative care vans, etc., to increase access to social resources, specifically:</p> <ul style="list-style-type: none"> -Mental Health -Substance Abuse -HIV care -Homeless/basic needs -Prenatal education -Child development -Adult basic education & literacy 	Program	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
S A6	<p>Partner with healthcare providers such as hospitals and clinics in the region to develop and implement strategies to increase the affordability and access to healthcare, including:</p> <ul style="list-style-type: none"> -offering incentives to increase the number of providers -building more clinics -offering a path to practice for licensed professionals from other countries -developing educational programs -affordable health coverage programs for small business 	Coordination, Program	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
S A7	<p>Address the high incidence of teenage pregnancy by creating and expanding partnerships with area school districts, nonprofit organizations, and healthcare providers to develop a comprehensive education and outreach program to reduce the number of teenage mothers, to expand access to social and health care services for teenage mothers and their children, and to increase educational and vocational opportunities for the mothers.</p>	Coordination, Program	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.

Society / Building Block 6			
Label	Actions	Action Type	Priority Program(s)
S A8	Address the high incidence of teenage pregnancy by creating and expanding partnerships with area school districts, nonprofit organizations, and health-care providers to develop a comprehensive education and outreach program to reduce the number of teenage mothers, to expand access to social and health care services for teenage mothers and their children, and to increase educational and vocational opportunities for the mothers.	Coordination, Program	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
S A9	Make healthy and local foods accessible, particularly in underserved areas by removing barriers and providing incentives for the establishment of sustainable community gardens, urban farms, neighborhood grocery stores, farmers markets, and farm stands and mobile vegetable sales carts.	CIP, Coordination, Regulation	<ul style="list-style-type: none"> • Create a "Healthy Austin" program. • Revise Austin's development regulations and processes to promote a compact and connected city.
S A10	Facilitate a strong and sustainable local food system by linking farmers, distributors, and markets and create programs and partnerships to ensure profitable local food enterprises throughout all five food sectors—production, processing, distribution, consumption, and waste recovery.	Program, Coordination	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
S A11	Develop partnerships with public and private stakeholders to promote awareness and educate residents about healthy food choices, sources, and preparation, including keeping up-to-date and accessible data on community garden plot availability, cooking classes, and city and county property for neighborhood gardens and family farms, and the sale of sustainably produced and culturally appropriate food at farmers markets, farm stands, mobile vegetable carts, and at neighborhood grocery stores.	Program, Coordination	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
S A12	Reduce obesity and other diet-related diseases by establishing local fresh food initiatives in institutions such as schools, colleges, universities, hospitals, nursing homes, city and county departments and facilities and by implementing and encouraging purchasing policies that support local and sustainable foods.	Program, Coordination, Policy	<ul style="list-style-type: none"> • Create a "Healthy Austin" program.
S A13	Remove regulatory barriers and provide incentives to improve and rebuild local food production, processing and distribution systems appropriate to the local context.	Program, Coordination	<ul style="list-style-type: none"> • Create a "Healthy Austin" program. • Revise Austin's development regulations and processes to promote a compact and connected city.

Society / Building Block 6			
Label	Actions	Action Type	Priority Program(s)
S A14	Increase the ethnic and racial diversity and bilingual and multilingual abilities of law enforcement and other first responders and healthcare staff, and increase opportunities for city staff to learn languages other than English.	Program	
S A15	Continue and expand the reverse 911 to inform residents of public safety emergencies.	Program	
S A16	Increase safety patrols in gathering spaces and along pedestrian routes—trails, walking paths, school tracks.	Program	
S A17	Publish and publicize a list of emergency contacts to develop closer relationships between public safety personnel and the community.	Program	
S A18	Extend the assignments of public safety professionals in a given geographic area in order to build stronger community relationships.	Program	
S A19	Support the development of a community-wide electronic health information system.	Program	• Create a "Healthy Austin" program.
S A20	Expand collaboration among law enforcement personnel and service providers of marginalized populations.	Program	
S A21	Maintain and expand city programs that promote the safety, prosperity, and integration of immigrants and refugees and their families.	Program	
S A22	Develop the capacity of geographically-based communities of interest (i.e., neighborhood associations, community organizations, schools) to take ownership of their areas and share information and best practices with one another to achieve shared goals.	Program, Coordination	
S A23	Expand access to free wi-fi across Austin in indoor and outdoor public spaces.	Program	
S A24	Develop informational materials and programs to promote the culture and history of Austin's diverse neighborhoods.	Program	
S A25	Reduce homelessness in the City of Austin by: <ul style="list-style-type: none"> - Expanding the recuperative care program for the homeless; - Incorporating recommendations of the current homeless and mental health task forces; - Reducing regulatory barriers to the development of housing for the homeless. 	Program, Regulation	• Develop household affordability throughout Austin.
S A26	Coordinate between all the organizations providing services to the homeless community to maximize the efficacy of limited resources.	Coordination, Program	

Society / Building Block 6			
Label	Actions	Action Type	Priority Program(s)
S A27	Promote the development of housing opportunities that support persons transitioning from homelessness and other barriers to housing stability.	Program	<ul style="list-style-type: none"> • Develop household affordability throughout Austin.
S A28	Support social services that provide financial support to families who are losing their homes and encourage public/private partnerships that create and implement solutions to this issue.	Program	<ul style="list-style-type: none"> • Develop household affordability throughout Austin.
S A29	Locate supportive housing (i.e., housing with supportive services such as financial counseling, medical facilities, and child care) for families with children in areas of the city with under-enrolled schools.	Program	<ul style="list-style-type: none"> • Develop household affordability throughout Austin.
S A30	Investigate the feasibility of creating a program of city-owned housing, including but not limited to, cooperative, affordable and permanent supportive housing.	Analysis	<ul style="list-style-type: none"> • Develop household affordability throughout Austin.
S A31	Regulate the geographic distribution and operation of group homes for the disabled, homeless, and other individuals needing supportive housing.	Program	<ul style="list-style-type: none"> • Develop household affordability throughout Austin.
S A32	Expand mentoring and tutoring programs to help school-aged children improve their academic performance and develop essential life skills.	Program	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy.
S A33	Work with educational and business partners to expand the availability of early childhood education and daycare services and programs for all residents, especially for middle and low income households and for those with children with disabilities, and fund through a modest fee or sliding-fee structure.	Program	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy.
S A34	Collaborate with school districts to allow public and private sector use of underutilized schools and other public facilities for child care, educational programs, healthy living programs, and neighborhood activities.	Coordination, Program	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Create a "Healthy Austin" program. • Grow and invest in Austin's creative economy.
S A35	Work with child care providers, school districts, local businesses, and non-profits to make widely available throughout Austin and its extraterritorial jurisdiction (ETJ) affordable and accessible child care, early education, preschool, afterschool, and summer programs.	Coordination, Program	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy.

Society / Building Block 6			
Label	Actions	Action Type	Priority Program(s)
S A36	Partner with businesses to offer incentives to child-care, early education and preschool programs that locate in underserved areas and near employment centers.	Incentives, Coordination	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy.
S A37	Explore funding opportunities to offer financial assistance or scholarships to low and moderate income families for early childhood education and child-care.	Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Continue to grow Austin's economy by investing in its workforce and education system.
S A38	Create opportunities for public-private partnerships to increase direct involvement by city departments, such as Parks & Recreation, in childcare and after-school programming.	Coordination, Program	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy.
S A39	Partner with local school districts, colleges, universities, and vocational schools to expand the availability of evening and weekend continuing education and higher education classes.	Coordination, Program	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy.
S A40	Develop a youth student leadership program that involves students in community planning and implementation.	Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
S A41	Collaborate with educational and business partners in developing a comprehensive education program for all ages that focuses on the range of skills (i.e., literacy, interpersonal skills, and vocational skills) needed to for gainful employment.	Coordination, Program	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy.
S A42	Develop programs to aid children transitioning out of the foster care system.	Program	
S A43	Make programs available for children and adult immigrants regardless of their legal status.	Program	
S A44	Collaborate with educational and business partners in expanding educational opportunities to meet the needs of current and emerging industries, the safety needs of the public sector, as well as those of the skilled trades.	Coordination, Program	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy.

Society / Building Block 6			
Label	Actions	Action Type	Priority Program(s)
S A45	Partner with the colleges and universities when designing community based education programs.	Coordination, Program	<ul style="list-style-type: none"> Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. Grow and invest in Austin's creative economy.
S A46	Explore leasing and cost-sharing agreements between the Austin Independent School District and the City of Austin to facilitate under-capacity schools and under-funded programs to remain open and in operation.	Coordination, Program	<ul style="list-style-type: none"> Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. Grow and invest in Austin's creative economy.
S A47	Create the capacity within the City of Austin to partner with school districts, community organizations, and the private sector to increase collaboration at school campuses.	Coordination, Program	<ul style="list-style-type: none"> Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. Grow and invest in Austin's creative economy.
S A48	Develop seamless, coordinated relationships between school districts, community colleges, other higher education institutions, to integrate and minimize lack of funding for better educational community opportunities.	Coordination	<ul style="list-style-type: none"> Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. Grow and invest in Austin's creative economy.
S A49	Support better integration of education from pre-kindergarten through higher education.	Coordination	<ul style="list-style-type: none"> Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. Grow and invest in Austin's creative economy.
S A50	Develop educational and public information programs focusing on promoting nutrition, healthy food, and local food sources.	Program	<ul style="list-style-type: none"> Create a "Healthy Austin" program.
S A51	Work with local school districts to use locally-grown produce and increase the quality and nutritional value of food served to school aged young people.	Coordination, Program	<ul style="list-style-type: none"> Create a "Healthy Austin" program.
S A52	Work with local health providers to develop educational materials and programs for use in schools and the community about the dangers of tobacco use and promote available cessation resources.	Coordination, Program	<ul style="list-style-type: none"> Create a "Healthy Austin" program.
S A53	Promote tobacco free multifamily housing which share common walls, such as apartments, duplexes, townhouses, rowhouses, and condominiums.	Program	<ul style="list-style-type: none"> Create a "Healthy Austin" program.
S A54	Promote tobacco-free environments and tobacco-free living.	Program	<ul style="list-style-type: none"> Create a "Healthy Austin" program.
S A55	Create more opportunities for outdoor play, recreational activities, healthy eating, and other activities and programs that address obesity.	Program	<ul style="list-style-type: none"> Create a "Healthy Austin" program.

Creativity / Building Block 7			
Label	Actions	Action Type	Priority Program(s)
C A1	<p>Create a City of Austin function to oversee all arts, creative and heritage programs, such as:</p> <ul style="list-style-type: none"> - identifying funding sources for the arts - promoting the economic impact of arts and creativity - publicizing best practice success stories - developing an advertising program and a website to promote local talent - creating an annual awards program for local artists - developing a branding campaign for arts and creativity in Austin - developing a mapping and wayfinding system for arts, creative, cultural, and historic resources - developing an arts exchange program to market local artists regionally, nationally, and internationally - developing impromptu and non-traditional venues for art exhibits and installations and performances - facilitating the inclusion of public art. 	Program, Analysis	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy.
C A2	Incorporate the arts and cultural preservation themes and elements into small area plans, such as neighborhood and corridor plans.	Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy.
C A3	Create incentives, and programs to promote the inclusion of public art into new development.	Incentives, Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy.
C A4	Cultivate cultural and heritage education and tourism by marketing and promoting Austin's museums, libraries, historic sites and venues, and providing education and training to frontline tourism workers.	Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy.
C A5	Promote the use of non-traditional venues (such as parks, schools, streets and vacant buildings) for impromptu and small scale performances and events, such as jugglers, dancers, mimes, actors, storytellers, poets, and performance artists.	Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy.
C A6	Collaborate with sponsoring organizations, sponsors, and transportation companies to develop special event transportation plans to mitigate traffic congestion associated with these events.	Coordination, Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy.
C A7	Promote the development and expansion of arts space, facilities and programming, including libraries, museums, parks, performing art venues and community centers by identifying existing facilities and conducting a needs assessment.	Assessment	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy.

Creativity / Building Block 7			
Label	Actions	Action Type	Priority Program(s)
C A8	<p>Develop programs to promote Austin's diverse cultural heritage:</p> <ul style="list-style-type: none"> -Cultural events and venues -A city-wide multi-cultural festival -Culture-based tourism -Educational materials 	Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy.
C A9	Develop and invest in intergenerational art education partnerships and programming between schools, artists, and arts organizations, libraries, neighborhood associations, and senior programs to provide life-long exposure to the arts	Coordination, Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy.
C A10	Develop regulations to mitigate the sound from live music venues through a collaborative process that includes the City of Austin, musicians, venue operators, property owners, and residents.	Regulation, Coordination	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy.
C A11	Create incentives and programs to preserve iconic and established music venues and performance spaces throughout Austin and its extraterritorial jurisdiction (ETJ).	Incentives, Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy.
C A12	Increase funding sources (grants, private and public funding programs) and non-financial support (business recruitment, business expansion and retention, workforce development) to sustain and expand the creative industry sector.	Program, Coordination	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy.
C A13	Establish incentives and regulations to promote the creation of artists' live/work space in residential areas that allow for limited gallery space.	Regulation & Incentives	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Develop and maintain household affordability throughout Austin.
C A14	Develop programs and incentives to provide flexible, affordable work space and housing throughout Austin with an emphasis placed on locations well-served by transit, Downtown, and activity centers and corridors for entrepreneurs, small and local businesses, artists, and creative professionals to address live-work space, home-based businesses, and temporary lease agreements in multi-use venues such as schools, vacant buildings, and warehouses.	Program, Regulation	<ul style="list-style-type: none"> • Revise Austin's development regulations and processes to promote a compact and connected city. • Invest in a compact and connected Austin. • Grow and invest in Austin's creative economy. • Develop and maintain household affordability throughout Austin.

Creativity / Building Block 7			
Label	Actions	Action Type	Priority Program(s)
C A15	Create programs and incentives and develop partnerships between the City of Austin, artists and members of the creative community, businesses, developers, and arts education institutions to provide more public and private exhibition space for local artists, students' exhibitions, and cultural events at such places as parks, public buildings, plazas, office and commercial buildings, as well as vacant buildings.	Program, Incentives	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy.
C A16	Support programs to engage the business development community to assist creative economy start-ups and to develop business and management skills.	Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.
C A17	Expand existing programs and identify funding sources to provide affordable physical and mental health care, housing and other support services for artists, musicians and others in the creative community.	Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Create a "Healthy Austin" program.
C A18	Coordinate with the different creative industry job sectors and area school districts, trade and vocational schools, colleges, and universities to develop and expand educational curricula to support the creative industries.	Coordination, Program	<ul style="list-style-type: none"> • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs. • Grow and invest in Austin's creative economy.
C A19	Facilitate partnerships to connect artists with artist residency opportunities to provide workforce support for the creative community.	Coordination, Program	<ul style="list-style-type: none"> • Grow and invest in Austin's creative economy. • Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.

